

2008/2009

MANGAUNG
LOCAL
MUNICIPALITY

ANNUAL PERFORMANCE REPORT



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CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE MUNICIPALITY

1.1 Executive Mayor's Foreword

During the year under review, the Mangaung Local Municipality has continued to consolidate its planning processes that include leadership development, performance management system, information management system and human development strategy to that we can meet our service delivery objectives.

Our key objective, as spelled out in our Integrated Development Plan, is that Mangaung is recognized nationally and internationally as a safe and attractive place to live, work and invest. This means investing in good and accessible infrastructure services for all, attracting investment opportunities, encouraging innovative formal and informal business initiatives, residents and stakeholders participate in the affairs of the municipality and have pride, responsibility and strong partnership ethos and municipal services are provided in manner that will make Mangaung attractive, safe, clean, green and healthy.

Addressing development in this manner would be compromised without good governance, efficient and stable financial management.

Within the context of intergovernmental relation and collaboration with other spheres of government, the municipality will be pursuing the following:

- Ensuring that communities of Mangaung have access to water by 2009 and decent sanitation by 2010
- Consolidating our electricity savings campaigns together with our municipal entity Centlec and Eskom and engaging strategically the Regional Electricity Distribution (REDS) processes
- Upgrading of transport, road network and infrastructure to ensure effective public transport and creating a conducive environment for economic development
- Partnering with the provincial government in providing shelter to our people and thus contribute towards the establishment of integrated and sustainable human settlements
- Implementing key service delivery projects within the ambit and principles of the Expanded Public Works Programme that place premium on labour intensive methods and empowering of participating stakeholders

The formulation of the budget as well as the refinement of our Integrated Development Plan contributed to largely infrastructure and local economic development which assisted the Municipality in expanding service delivery and addressing some of the key challenges faced by the Municipality.

Public input and consultation has become a vital and valuable part of the Council's decision-making process - one upon which we rely in terms of improved public participation, integrated development and budgetary planning and reporting to our constituencies.

In 2008-09, as in past years, the Mangaung local Municipality completed major projects such as a Free State Stadium and some of the related 2010 capital projects that contributed to a successful hosting of 2009 FIFA Confederation Cup, while millions of rands was spent improving services and assets such as waste management, roads and stormwater, electricity, recreational facilities, etc.

Highlights include the significant progress as outlined in the report.

In ensuring services for all, we have widened access to basic services, with all registered indigent households receiving free basic water and electricity. Significant achievements were realised in the elimination of service backlogs and we remain committed to eradicating water and sanitation backlogs by 2011 and electricity backlogs by 2012.

Almost 6 787 housing units were delivered against 8 100 subsidies allocated during the financial year under review, consisting of different housing types, including rental housing and upgrading of hostels.

Various services and projects were implemented to improve the treatment and prevention of HIV/AIDS. The following served to enhance these services.

- Training in HIV/AIDS Peer Education and Counselling Courses
- Conducting HIV/AIDS information sessions in schools and communities
- Providing HIV/AIDS testing and counseling to members of the community
- Holding HIV/AIDS candlelight memorial services

In terms of traffic and security, we trained 142 unemployed people as traffic officers and 20 peace officers. We further installed 80 parking meters on streets to control and regulate non-

moving violations. The Municipality will continue to strengthen the disaster management, safety and security measures for 2010.

Further community development achievements include the provision of effective fire and rescue emergency services in compliance with SANS 10090, training of 595 health care facilities staff in fire safety and evacuation procedures, tree pruning, litter connection, grass cutting and irrigation system maintenance.

The Municipality has made enormous investment in public transportation system, through the development of an Intermodal Transport Facility, revitalization of taxi rank, pedestrianisation of selected streets as well as revitalisation of Hoffman Square to link different service points in the City. Actual implementation is projected to commence in the following year (2009/2010).

The Municipality managed to monitor ambient air quality. Further, we continued to provide weekly kerbside household collections and cleaning of the Central Business District. We reinforced our efforts for the clean Municipality through a number of clean up campaigns and a series of community education and awareness programmes. Additionally, the Municipality installed 60 refuse receptacles at bus stops to reduce incidences of littering. We will continue to upscale our efforts towards environmental sustainability.

The Municipality successfully completed the construction of the Free State Stadium as part of the preparation of the FIFA Confederations Cup as well as FIFA 2010 Soccer World Cup. As a forerunner to the 2010 Soccer World Cup, the

Municipality successfully hosted the 2009 FIFA Confederations Cup. FIFA and the Local Organising Committee provided a favourable feedback in the manner the Municipality delivered the tournament including our efforts to effectively mobilize communities to participate in the Confederations Cup. In all respects, the tournament provided us the opportunity to learn and improve on our future endeavours for the 2010 Soccer World Cup.

Overall, the performance highlights presented in this report indicate that we need to move with speed to catch up on service delivery performance areas including tackling the backlogs. I am heartened by the level of commitment within the Council, administration and the wider community to enhance economic growth and create job opportunities, basic service delivery, create sustainable human settlements, reduce HIV/AIDS and its impacts and ultimately eradicate poverty and promote sustainable development in the Municipality in which we live. Mangaung's continued success depends on these productive partnerships and devoting our unbroken and complete attention to all these sectors. I am confident they will serve us well in the future.

Councilor F K Morule
Executive Mayor
Mangaung Local Municipality

1.2 Introduction by the City Manager

As the 2006 National Election has passed with electoral mandate that require concerted and continuous effort to realise, it is imperative that we present the Mangaung Local Municipality's 2008-09 Annual Report to provide an account of how the municipality has performed in attaining its strategic priorities and projects as captured in its Integrated Development Plan. The Municipality's main planning instrument to guide its management and development is a five-year Integrated Development Plan. This plan is based on strategic focus areas and targets for the financial years 2008-09 to 2010-11. The achievements of the Municipality are assessed against the five-year and in-year Integrated Development Plan goals. Concomitantly, the Municipality has used the Service Delivery and Budget Implementation Plan and the critical components of the balanced scorecard to measure and report on its actual performance against output targets. In many instances, the Municipality has not being able to meet some of the rigorous targets, while on the other hand the municipality was able to perform better.

The purpose of this Annual Report is therefore:

- To provide a record of the activities of the municipality during the 2008-09 financial year;
- To provide a report on the service delivery and budget implementation of the municipality during the 2008-2009 financial year; and
- To promote accountability to the community that we, as the municipality, serve.

Throughout the 2008-2009 financial year the municipality worked to enhance the lives of those living and working in Mangaung by investing R266.8 million in the development of new infrastructure. The municipality also continued to deliver its range of services to the community.

During this reporting period the municipality also partnered with the police and other law enforcement agencies by embarking on a series on crime prevention activities. Furthermore, emergency, health and social services were effectively provided and the result was a steady improvement in our public safety, security and community development endeavors.

During the 2008-09 financial year we successfully hosted 2009 FIFA Confederation Cup (FCC) which is a fore-runner to FIFA 2010 Soccer World Cup and we invested an amount of R243.01 million into the infrastructure to ensure that FIFA

Soccer World Cup become a resounding success like the FCC as indicated.

We are rapidly building capacity where it is most needed. The operating budget was overspent by 6%, and we have focussed on recruiting the right staff with the right skills, and placing them in the right positions to ensure long-term service delivery and customer satisfaction.

The Auditor-General has given a disclaimed audit. The Council's credit rating was maintained at A grading in the long term and experienced a decline in the short term rating from A1- (high certainty of timely payment) to A2 (good certainty of timely payment). This will receive our undivided attention next financial year.

Lastly, it is also necessary to mention that we have tried to adhere to the principles of good governance as we believe that good governance is integral to economic growth, the eradication of poverty and for the sustainable development of the community we serve.

Sandile Msibi
City Manager

1.3 Planning Processes

The vision of Mangaung Local Municipality is about the municipality being recognised nationally and internationally as a safe and attractive place to live, works and invest. The municipality must have good and accessible basic services for all and a dynamic economy with a high employment rate, many innovative formal and informal businesses and a highly skilled workforce.

The Municipality's Integrated Development Plan emphasizes and guides the municipality's implementation actions during 2008 to 2009 financial year. The implementation actions constitute the performance of the municipality which is appraised primarily against the development priorities, the development objectives and targets espoused in Integrated Development Plan 2008-09. The annual report then becomes the record and account of the performance of the Municipality in respect of its development priorities, the development objectives and targets that include core legislative obligations and service delivery priorities.

In order to provide account of the activities and performance of the Municipal performance, it is important to understand the planning processes that were followed. The Integrated Development Plan is a five-year strategic plan implemented through the budget and reviewed on an annual basis.

Key to the achievement of the municipal strategies is the development of the service delivery and budget implementation plans (SDBIPs) which are basically actualizing the IDP and ensuring that municipal resources are

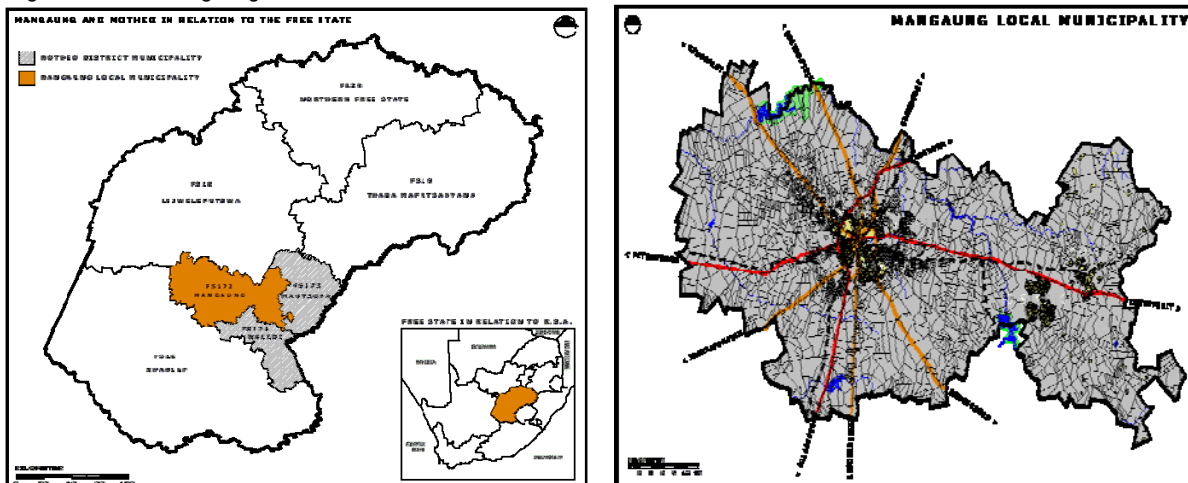
deployed in an efficiently and effectively. The municipal administration and Council uses the SDBIPs to measure and report on actual performance against its targets. The SDBIP tool is also viewed as an approach to cascade the IDP to lower levels of operations while on the other hand it influences and guides the operating and capital budgets of the different directorates and units within the Council.

1.4 Overview of the Municipality

The Free State is a central province of the country, having an international border with Lesotho, and local borders with all other provinces except Limpopo and the Western Cape. The province, best known as "the food basket of South Africa" has, since 1989, changed from being dependent on mining and agriculture to a manufacturing, export-orientated economy. The province has a share of 2.4% population in the country with 5.5% contribution to the Gross Domestic Product (GDP). Mining in the province remains the biggest employer, while manufacturing and industry contribute 12.6% to its total value added at basic prices. The biofuel and 2010 FIFA World Cup presented new opportunities for the province to increase economic spin-offs.

The Mangaung Local Municipality, in particular the City of Bloemfontein is the gateway to the Free State Province and regional economies, and the City of Bloemfontein is becoming a major gateway for those wanting to visit and do business in Free State. Its central location in the context of the RSA arguably make Bloemfontein South Africa's most efficient gateway.

Figure 1.1: The Mangaung Area



1.5 Financial viability and performance

Results

- The target set for salary cost as % of the total revenue has been met, as this stand at 24.67% as at end of June 2009
- The target set for salary cost as % of the total expenditure has not been met, as this stand at 32.75% as at end of June 2009
- Maintaining a collection rate of more than 95% and this is improving
- The municipality has adopted an Indigent Policy to be implemented as from 1st July 2009
- The municipality has for the first time for the year ender review, commissioned an actuarial valuation for the Defined Benefit Fund

Since the beginning of the second term of local government (2006-2011), the Municipality has encountered a persistent challenge of replenishing its capital replacement reserves. Municipal investment have decreased from R132.4 million in June 2008 to R96.025 million by the end of June 2009 due to more spending on the operating budget than revenue generated during the financial year. As a result, the Municipality was and is not in the position to finance capital projects from internal loans (reserves) in the immediate to long term. The financial health of the Municipality has been negatively impacted on by the following factors:

- Higher levels of expenditure (operating and capital) than revenue received
- Deteriorating debtors book over the years. Increase in the debtors book from R722 264 400 in June 2009 to R918 821 679 representing an increase of 27.21% over a twelve months period. The major increase is terms of residential debtors and government owing the municipality in excess of R100 million
- The ever increasing number of indigents. This simply means less and less people affording the services of the municipality

- Total reliance on conditional grants, instead of using own funds to fund capital expenditure projects
- Huge amounts of unspent conditional grants experienced by the municipality
- Less than satisfactory expenditure on capital projects. The municipality as indicated spent only 68.92% of our capital projects budget
- Increasing pressure on the repairs and maintenance budget due to ageing infrastructure and an inherited massive service delivery backlogs to be eradicated
- Maintenance backlogs in respect of service delivery infrastructure and utilities
- Provision for bad debt
- Compiling a GRAP compliant asset register. The disclaimer of opinion that the municipality received for the 2007/8 financial year and 2008/9 financial year that the municipality will be receiving is largely due to the absence of a compliant register.
- Lack of capacity in the implementation of GRAP and IFRS. The lack of capacity is in terms of personnel and lack of skills.

The actual revenue realized for the 2008/2009 financial year amounted to R 537.2 million against the adjusted budgeted amount of R2 713.8 million. The revenue realized and /or earned amount to 93.49% of the budgeted amount. The shortfall in the expected revenue of R176, 6 million (6.51%) is attributable to less revenue on electricity sales (R57.3 million) and less capital grants and subsidies utilized (R104.8 million)

The expenditure for the 2008/09 financial year amounts to R2 308.58 million against the budgeted amount for R2 139.28 million. This represent and over-expenditure of 7.91% totaling R169.3 million more than the budgeted amount against the spending benchmark of 100%.

The expenditure in relation to employee related cost and remuneration of Councillors was on target. The target set for salary cost as percentage of the total revenue has been met with 24.67% as at the end of June 2009. Furthermore the target set for salary cost as

percentage of the total expenditure has been met and that was 32.75% as at the end of June 2009.

The capital expenditure for the financial year amounts to R586.47 million against the budgeted amount of R840.02 million. This expenditure represents 68.92% of the annual budgeted amount, an underperformance of 30.18% or R253.549 million for the year. The biggest under-spending occurs in the Housing division (R14.59 million, World Cup Projects (R186.92 million) and Centlec (R40.93 million)

The protracted negotiation with communities and the taxi industry contributed significantly to delays encountered in implementing the housing project and the implementation of the Intermodal Transport Facility which is one of the World Cup Projects.

Despite the afore-mentioned challenges the municipality managed to achieve the following:

- The municipality is able to maintain a collection rate of more than 95% and still improving
- The municipality has for the first time for the year ender review, commissioned an actuarial valuation for the Defined Benefit Fund
- The municipality has applied for a R200 million loan from the Development Bank of South Africa to address infrastructure service delivery backlogs.
- The municipality has adopted an Indigent Policy to be implemented as from 1st July 2009
- The credit rating for long term debt is an A and short term as A2

In terms of financial indicators, the municipality has experienced the declining cash position and liquidity. The municipality will however strive towards giving effective services to its community and will focus on the following:

- Enhancing its facilitation skills to ensure that there is positive knock-effect on project and programme management of capital projects of the municipality
- Prioritising the completion of capital projects that are running behind schedule

- Concluding the process of leveraging a loan from the Development Bank of Southern Africa;
- Effective revenue enhancement to improve the cash flow and subsequent capital reserves of the municipality
- Identifying and implementing innovative strategies in using the assets of the municipality particularly land development
- Implementation of cost cutting measures in an effort to relieve pressures on the operating budget
- Capacitate the Finance division by training and employing personnel with qualifications to successfully implement generally recognized accounting procedures (GRAP) and international financial reporting standards (IFRS)
- To accelerate the spending on conditional grants and capital projects. The capital spending should be increased substantially from 67% spending to 100% as required by our SDBIP.
- Reduce the number of deviations from the procurement policy through improving planning and execution of our activities.

1.6 Challenges facing the Municipality

Despite the aforementioned selected highlights of performance and further comprehensive elaboration of such performance in the Chapter 2 providing an account of the municipality's performance in providing core municipal services and eliminating services delivery backlogs during the year under review, the following challenges persists. These are:

- Eliminating service delivery backlogs as these require a whopping R7.5 billion on service delivery backlogs and this will be compounded by the phenomenon of urbanisation
- Rising service arrears debt that hampers the municipality in making significant investment in new infrastructure development and services, adequately providing for effective maintenance of service delivery infrastructure, ensuring the availability of serviced sites for

development and thus grow the revenue base of the municipality and making investment in economic development projects to bring about a conducive environment for development of the economy and SMME sector

- Managing effective urbanization and mushrooming informal settlement within the municipal area and provide an integrated human settlements
- Retention of skilled personnel in some critical areas (finance, internal audit, artisans)
- Provision of safe and secure environment

- Solidification of performance management system to attain efficiency gains in providing services.

1.7 Governance structure

The whole of South Africa is divided into local municipalities which perform both legislative and executive functions. The Mangaung Local Council's role focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Council's principal and most substantive role is that of a decision-maker and municipal officials and staff implements the work of the municipality.

Table 1.1: Governance framework applicable to Mangaung

	Responsible for	Oversight over	Accountable to
Council	Approve policies and budget	Executive Mayor and Audit Committee	Community
Executive Mayor	Policies, budget, outcomes, management and oversight over City Manager	City Manager	Council
City Manager	Outputs and implementation	The Administration	Executive Mayor
CFO and EMT	Outputs and implementation	Financial management and operational functions	City Manager

The Council is made up of elected members who approve policies and by-laws for their area. The Council passes an Integrated Development Plan and a budget for its municipality each year. They also decide on development plans and service delivery for

their municipal area. The Council is constituted by 89 elected Councillors. A total of 45 Councillors are ward representatives and 44 represent their political parties on a proportional basis. The parties in Council are illustrated in table 1.2.

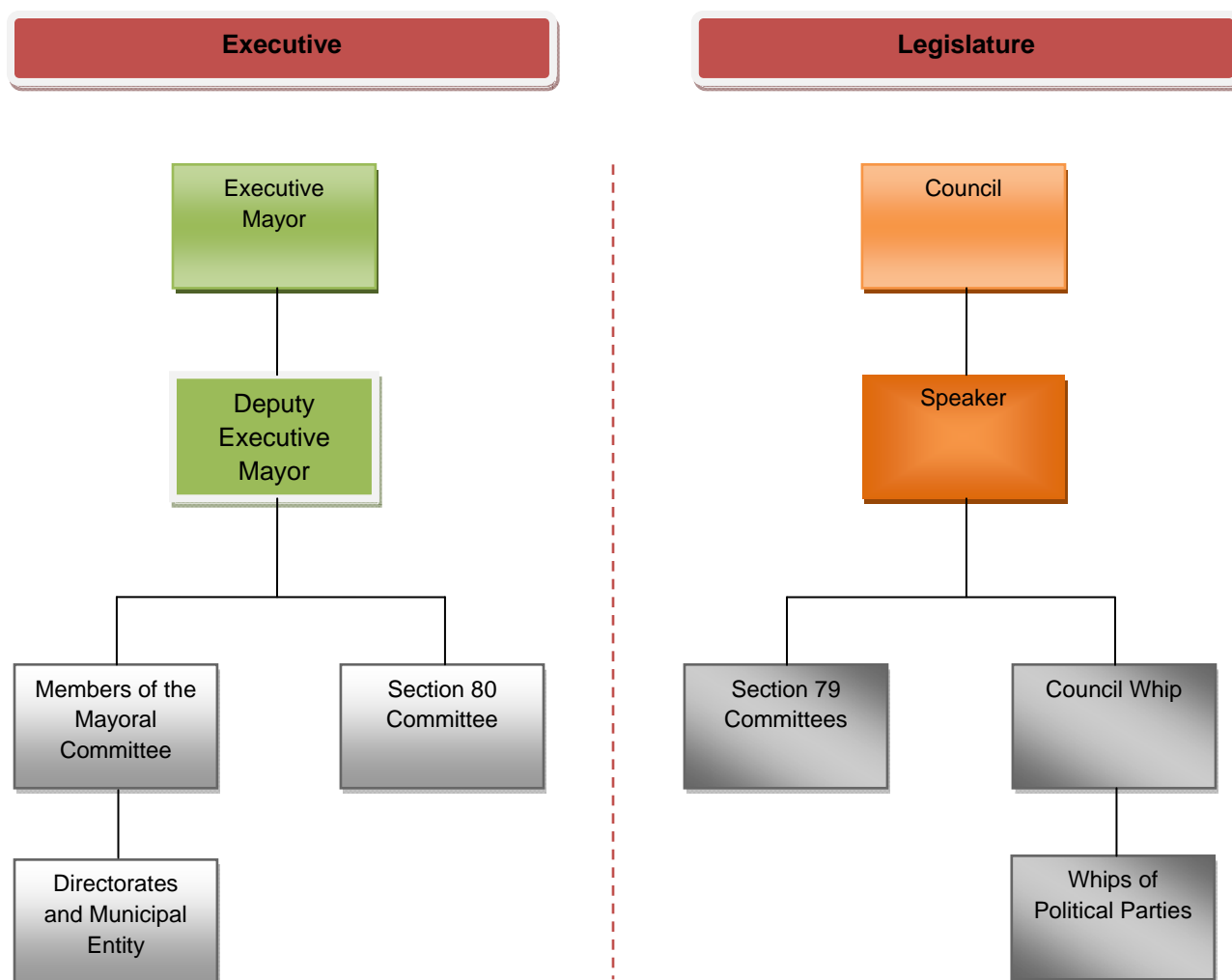
Table 1.2: Parties in Council are

Party	Total Seats	Ward Seats	PR Seats
African National Congress	65	37	28
Democratic Alliance	15	8	7
Freedom Front	3	0	3
African People's Convention	2	0	2
African Christian Democratic Party	1	0	1
United Christian Democratic Party	2	0	2
Dikwankwetla Party	1	0	1

The work of the Council is coordinated by the Executive Mayor who is elected by Council. The Executive Mayor is assisted by Councillors in a Mayoral Committee who are appointed by the Executive Mayor. The Executive Mayor

together with the Mayoral Committee also oversees the work of the Municipal Manager and Executive Directors. The governance model is depicted in the following organogram.

Figure 1.2: Mangaung Local Municipality Governance model



The Council receives regular reports on the exercise of executive powers, including quarterly, mid-year and annual reports on the exercise of delegations and overall performance, from the Executive Mayor. Council has held 6 scheduled meetings and 5 special meetings during the year under review.

In terms of Municipal Systems Act and the public participation policy of Council, Council's meetings are open to the public and are advertised to raise awareness of the sitting of Council thereby encouraging the community, stakeholders, media and interested parties to be involved. The conduct of the meetings of Council is regulated in terms of Standing Rules and Orders. The Rules and Orders set levels of governance and behaviour for all members of Council including community members.

Section 80 Portfolio Committees

The section 80 portfolio committees' are responsible for an oversight role on the executive arm of the Municipality's governance structure and also are meant to assist the Executive Mayor to ensure good governance. Naturally, as public representatives, their most important function is to monitor the delivery and outputs of the executive including officials. Section 80 portfolio committees make recommendations to council and save the council from having to deal with all matters in detail. Committees do not make final decisions since most decisions need approval by council as a whole. The section 80 portfolio committees for the 2008-09 financial year and their chairpersons are shown in Table 1.3.

Table 1.3: Members of the Mayoral Committee

Portfolio Committees	Chairpersons
July 1 to November 24, 2008	
Social Development	Councillor SKM Choene
Finance	Councillor EK Goliath
Community Participation and IDP	Councillor KNL Makhanya
Public Safety	Councillor NG Mokotjo
Infrastructural and Services	Councillor TA Montsi
Special Programmes	Councillor MA Scheepers
Policy and Strategy	Councillor SM Sefuthi
Rural Development and LED	Councillor JP van der Merwe
Planning and Housing	Councillor TA Zweni
November 24, 2008 to July 30, 2009	
Finance	Councillor T Marais
Policy and Strategy	Councillor MA Siyonzana
Planning and Housing	Councillor LS Moroka
Health and Welfare	Councillor NA Phupha
Special Projects and 2010 Programmes	Councillor CSK Sechoaro
Economic Development and Tourism	Councillor NM Mzozana
Community Participation and IDP	Councillor KNL Makhanya
Corporate Governance	Councillor NG Mokotjo
Public Safety and Social Development	Councillor SKM Choene
Services and Infrastructure	Councillor FB Nzapheza

Section 79 Committees

The Mangaung Council has established section 79 committees under sections 33 and 79 of the Municipal Structures Act 1998 and these committees are made up of only non-executive councillors. In the case of Oversight Committee, representatives of the community form part of the committee. The intention is to strengthen the oversight function of councillors and hold executive to account, including MMCs and officials, for executive decisions, planning, spending, service delivery, and policy implementation. The separation of roles between the councillors as public representatives and executive councillors responsible for executive decision-making and day-to-day operations is fundamental for the achievement of the objects for local government in the Constitution relating to a democratic and accountable system of local government and also predicate good governance and effective oversight and accountability.

The ward committees support the Ward Councillor who receives reports on development priorities and initiative in the respective wards, participates in the municipal development planning processes and

facilitates wider community participation. To this end, the Municipality strives to ensure that all wards function optimally against a clear set of objectives that include the review of Integrated Development Plan, formulation of the MTREF budget, service delivery and budget implementation, community information provision and feedback on the extent of municipal performance, set up ward meetings, and community-based planning.

Executive Mayor and Mayoral Committee

The Executive Mayor of the Mangaung Local Municipality was appointed in terms of section 55 of the Municipal Structures Act. The Executive Mayor represents the public face and is the executive political principal of the municipality. The Executive Mayor is supported by the Executive Deputy Mayor and/or a Mayoral Committee. The Deputy Executive Mayor exercises the powers and performs the duties of the Executive Mayor if the Executive Mayor is absent or not available.

The Mayoral Committee consists of councillors appointed by the Executive Mayor to serve on the Mayoral Committee. Each member of the Mayoral Committee has a portfolio with specific functions. The Executive Mayor being the

central figure in the governance process, the executive leadership of the municipality is vested in him. This implies that Council has delegated executive powers and duties to him in the management of the affairs of the Municipality on a daily basis. By implication and in terms of the laws governing local government the Executive Mayor must provide general strategic guidance and has political

Table 1.4: Members of the Mayoral Committee and their Portfolios

Chairpersons	Portfolio
	July 1-November 14 2008
Clr SKM Choene	Social Development
Clr EK Goliath	Finance
Clr KNL Makhanya	Community Participation and IDP
Clr NG Mokotjo	Public Safety
Clr TA Montsi	Infrastructural and Services
Clr MA Scheepers	Special Programmes
Clr SM Sefuthi	Policy and Strategy
Clr JP van der Merwe	Rural Development and LED
Clr TA Zweni	Planning and Housing
	14 November 2008-30 June 2009
Clr T Marais	Finance
Clr MA Siyonzana	Policy and Strategy
Clr LS Moroka	Planning and Housing
Clr NA Phupha	Health and Welfare
Clr CSK Sechoaro	Special Projects and 2010 Programmes
Clr NM Mzozana	Economic Development and Tourism
Clr KNL Makhanya	Community Participation and IDP
Clr NG Mokotjo	Corporate Governance
Clr SKM Choene	Public Safety and Social Development
Clr FB Nzapheza	Services and Infrastructure

Executive Management Team

The administrative arm that assists the Executive Mayor and the Mayoral Committee is headed by the City Manager as the Chief Accounting Officer to implement the broad political objectives and policy direction of Council. The City Manager is further responsible and accountable for the formation

responsibility. Although the Executive Mayor may delegate responsibilities to members of the Mayoral Committee, the Executive Mayor remains accountable to the Municipal Council for all the powers and duties allocated to him including ceremonial functions. The name and portfolio of each Member of the Mayoral Committee is listed in Table

and development of an economical, effective, efficient and accountable administration as well as the management of the provision service in a sustainable and equitable manner within the Municipality. The City Manager heads up the administration of the Mangaung Local Municipality and is supported by Section 56 Managers directly accountable to him, which constitutes Executive Management Team. The administration is made up of the following directorates, Finance, Corporate Services, Community and Social Development, Infrastructure Services, Economic Development and Planning as well as the Office of the City Manager. The structure is outlined in Table

Table 1.5: Executive Management Team of MLM

Directorate	Official
City Manager	Thabo Manyoni
Acting City Manager	Amos Goliath
Chief Operating Officer	Kobimpe Mcejwa
Chief Financial Officer	Raymond Taye
Executive Director: Corporate Services	Amos Goliath
Acting Executive Director: Corporate Services	Kevin Dolphin
Executive Director: Infrastructure Services	Luvuyo Ntoyi
Executive Director: Economic Development and Planning	Sibongile Besani
Acting Executive Director: Economic Development and Planning	Moeketsi Machogo
Executive Director: Community and Social Development	M Mafisa
Deputy Executive Director:	Kadimo Masekoane
Chief Executive Officer: Mangaung 2010 Office	George Mohlakoana

CHAPTER 2: PERFORMANCE HIGHLIGHTS

2.1 Introduction

The Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and the Performance Management Regulations 2001, require municipalities to adopt a performance management system. Performance management system is designed to give effect to municipal annual priorities, establishes indicators and targets and serves as a monitoring and reporting tool for measuring delivery against the set objectives. In order to actualize performance management system, Mangaung prepares the service delivery and budget implementation plan (SDBIP) to effect the Integrated Development Plan (IDP) and budget of the municipality. The preparation of the SDBIP in accordance with MFMA Circular 13 starts no later than the tabling of the IDP and budget. Once the IDP and budget are approved by the Council, the City Manager merely revises the approved draft SDBIP, and together with performance agreements are submitted for final approval within 14 days of the approval of the IDP and budget. The SDBIP indicates quarterly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets. The Municipality assesses its performance on a quarterly basis and report progress and uses the SDBIP to measure and report on actual performance against targets set to council.

This chapter provides a record of the activities of the municipality as well as performance in service delivery and budget implementation. It is also an accountability and communication tool to the community and other stakeholders on all aspects of municipal performance providing a true, honest and accurate account of the goals set by Council.

2.2 Key Priority: Basic Services

The municipality is encountering persistent challenge of steadily increasing service delivery backlogs in relation to services (water, roads, electricity, sanitation) and attendant service delivery infrastructure and system (treatment plant, ageing water and sanitation network and service delivery vehicles). This challenge is compounded by the urgent needs of extending services to roll back the highlighted service delivery backlogs while

Municipal Objectives

- To ensure that by 2011, all households on formal erven will have access on their stand to a water connection, 85% to basic standard sanitation, and 65% to a properly drained all weather street
- To ensure that all households earning less than R1100 per month receive free basic water and electricity

Results

- 95.01% (159 579) access to water connections
- 91.18% of households accessing waterborne sanitation
- Upgraded and constructed 22.2 km of road in the Mangaung Local Municipality, 15.2 km of collector streets were upgraded, widened and rehabilitation in Mangaung area while in Botshabelo (7 km) of roads and storm-water were upgraded and for Thaba Nchu area (2.5 km) were improved
- Installed 60 refuse receptacles at bus stops
- Provided weekly kerbside refuse removal services in the municipal area
- Ensured 60% vehicle availability at the mechanical services for Centlec and Solid Waste Management
- All indigent households have been provided with Free Basic Water and Electricity
- 90.8% of all streets, are of graveled and tarred standard
- Expenditure rate on Municipal Infrastructure Grant (MIG) was 89.87%
- 1553 job opportunities were created through the implementation of projects using EPWP principles and approach

providing adequate maintenance of the existing infrastructure.

Services for All

Informed by the policy dictates of providing a basket of free basic services to indigent households the municipality has achieved its set targets of ensuring that all indigent households access 50 kilo watts per hour

(kwh) of Free Basic Electricity and 6 kl of Free Basic Water through providing all households within its municipal area with Free Basic Service. The municipality has expended R380 million in providing the said services during the financial year under review

The municipality had ensured that 95.01% of formal ervens have access to a functioning water supply and this is 4.99% less than the set target of 100%. Furthermore the municipality has ensured that 91.18% of households have access on their stand to at least a functioning basic sanitation and this is 8.82% less than the set target of 100% for the year under review.

The municipality has ensured that 80% of households have access to a properly drained all weather streets to facilitate easy access and mobility of citizens. This represent meeting of the set target of 80% (90.8% of all streets, are of graveled and tarred standard)

Solid Waste Management

The municipality has set itself the target of ensuring that a least 100% of households have access to a weekly-door-to door refuse collection services. By the end of June 2009, the municipality had succeeded and attained the set target of providing weekly kerbside refuse removal for all of the municipal area.

In contributing towards supporting the development and flourishing of the Small Micro and Medium Enterprises within the municipality, the Solid Waste Management Subdivision had enlisted 11 SMMES to assist in its efforts of providing the weekly kerbside household collections and cleaning of the Central Business District (CBD). The project value was R3 927 606 million and it represented (5.76%) of their operational budget.

In its quest to instilling civic duty and responsibility, a number of clean up campaigns and a series of community education and awareness programmes were implemented and 2 983 citizens were reached during these campaigns

Furthermore, the municipality installed 60 refuse receptacles at bus stops to reduce incidences of littering.

The municipality in partnership with the Department of Provincial and Local Government (dplg) had secured grant funding from the German Development Bank (KFW) for conducting a feasibility study on the Integrated Waste Management System that included the exploration of appropriate technology for treatment of waste. The feasibility study will be conducted in the next financial year.

Road Infrastructure Investment

For the financial year under review the municipality had invested R31,27 million in building of roads and storm-water project s (upgrading of collector streets, rehabilitation and widening of streets throughout the municipal area) and as a result as indicated the set target of ensuring that 80% of households have access to a properly drained all weather streets was attained. Specifically, these included the upgrading and construction of 22.2 km length of road in the Mangaung Local Municipality. (15.2 km) of collector streets were upgraded, widened and rehabilitation in Mangaung area while in Botshabelo (7 km) and storm-water were upgraded and for Thaba Nchu area (2.5 km) were improved.

Maintenance of Infrastructure

Effective maintenance of service delivery infrastructure is essential for continued provision of qualitative services to the citizens. The municipality has expended R 34,488,710 million in providing maintenance services ranging from unblocking sewer blockages, repairing burst pipes and water leakages, vacuuming of Ventilated Improved Latrines (VIPs).

The municipality expended R7.2 million for the implementation of its water leakage awareness and repairs project. This included bulk mains refurbishment, training of community plumbers in Botshabelo sections G and H, Turfplaagte 1 and 2.

The community plumbers were trained in meter installations, leak repairs, leak detection, network management and control valves and conducted on-site leakages repairs in Turfplaagte 2. Most of the work was also carried out in the high income and affluent areas

where huge backlog of meter maintenance was required. This investment make a contribution towards the reduction of water line losses and more investment will be made in the next financial year to make a significant dent on water line losses.

Municipal Infrastructure Grant (MIG)

Table 2.1 indicates the actual spending of the municipal infrastructure grant for the year under review.

Table 2.1: Spending on MIG

Sub Directorate	Budget (R)	Revised Budget (R)	Expenditure (R)	Percentage (%)
Roads and Stormwater	47 391 540	47 448 945	35 512 103.46	74.84
Water and Sanitation	16 537 840	59 032 909	59 903 560.67	101.47
PMU Operating Budget	2 721 360	2 721 360	2 721 360.00	100.00
Total	66 650 740	109 203 214	98 137 024	89.87

The total spending of MIG funds was 89.87 % on 30 June 200 and this was 5.13% less than the set annual target of 95%

to benefit the vulnerable sectors of our community (women, youth, disabled persons, etc), all the infrastructure projects of the Municipality were implemented following the EPWP guidelines and principles.

Expanded Public Works Programme (EPWP)

Consistent with the government's intention of creating employment and training opportunities

Table 2.2: Jobs created through EPWP

Sub-directorate	Job creation on EPWP				
	Person Days	Jobs	Youth	Women	Disabled People
Roads and Stormwater	36 025	931	564	293	3
Water and sanitation	31 925	622	344	130	1
Grand Total	67 950	1 553	908	423	4

The table above indicates that 1553 job opportunities were created during the year under review. Training and empowerment opportunities were extended to 133 who participated in the implement of infrastructure projects in 2008/2009.

Submission of Monthly Reports

As enjoined by the provision of the Division of Revenue Act (DORA) and the MIG framework the following reports were submitted to the MIG Office of DPLG (MIG transferring department):

- DORA report which addresses the MIG cash flow for each month and gives full details of the MIG payment on all registered MIG projects;
- EPWP report providing an account on the monthly progress on all EPWP projects and detailing the number of jobs created and skills and skills development opportunities provided; and
- Project list consisting all progress details and payment of all MIG projects

2.3 Key Priority: Community Resilience and Self-reliance

Municipal objectives

- To ensure that external stresses and shocks on communities have been reduced and that communities are better able to withstand these
- HIV prevalence amongst antenatal women in Mangaung is reduced by 18%
- Reported incidents of rape over previous 12 months is reduced by **900 incidences**

Results

- 1 Persons (including 13 volunteers) trained in First Aid
- provided effective fire and rescue emergency services in compliance with SANS 10090
- effectively implemented fire safety inspection programmes to ensure compliance with Occupational Health and Safety legislation and compliance of building used for public access
- 595 Health Care Facilities staff members trained in fire safety and evacuation procedures and the set annual target of 300 has been exceeded
- Ensured that the municipal drinking and recreational water complied with SANS 241:206 by taking periodically samples and the resultant results indicate that a 99, 2 % compliance rate has been achieved that is well above the National Standard
- Provided health education through reaching 26 schools and through 28 Day Care facilities reached 475 children on hand-wash campaign
- Trained 215 Informal Food Traders (Hawkers) in proper hygienic food preparation
- Reached 36 milk farms with regard to legislative requirements and hygiene measures

- Roads were upgraded in South Park , Botshabelo and Thaba Nchu Cemeteries
- 150 jobs created for horticulture maintenance of parks and open spaces – tree pruning, litter connection, grass cutting and irrigation system maintenance
- Trained 142 unemployed people as traffic officers and 20 as Peace officers
- Installed 34 CCTV camera within Mangaung as a critical mechanism for improving policing and ensuring the safety of our citizens
- Conducted a series of joint crime operations in 2009 as part of Operation Restore in partnership SAPS, SANDF, SAAF, Dept. of Home Affairs, Justice, other MLM departments
- 24 trainees trained in HIV/AIDS Counselling Course and 64 trainees trained in Peer Educators Course

Public Education Programme

The Fire and Safety and Disaster Management Public Education Programme during the reporting period were a resounding success as set performance targets were exceeded. The highlights are as follows:

- 81 Persons (including 13 volunteers) trained in First Aid.
- 98 Disaster Management volunteers trained in basic fire safety, grass fire fighting and basic environmental health
- 4931 learners drawn from 59 schools were interacted with in relation to Fire and Rescue: Training and Public Education;
- 595 Health Care Facilities staff members trained in fire safety and evacuation procedures and the set annual target of 300 has been exceeded;
- 48% of fire fighters have been trained to Fire Fighter 2 level and 48% of fire fighters were trained to Hazmat Operational Level as part of 2010 requirements
- 56 fire fighters trained in confined space rescue and 113 fire and rescue staff trained in explosives awareness
- 9 events were convened as public outreach events to raise public awareness on Fire Safety and Disaster

Management, for an example - a multi discipline demonstration at Kopano Nokeng: 1000 persons, Vintage Fire Engine Show: 500 persons; Kopano Nokeng Cultural event : 300 persons, SARS Cultural Day at Waterfront: 1000 persons etc

These educational and awareness raising programmes on fire and rescue lays a solid foundation for communities to be actively involved in varied municipal affairs and ratchet up a sense of civic duty and pride.

The municipality had made a significant investment in training of its fire and rescue personnel and continued in providing and effective fire and rescue operation services that exceed the response time as set in SANS 10090 and the municipality had attained 75% compliance rate (and thus exceeding the set compliance rate of 70%). The municipality responded to 800 fire calls and 223 rescue calls in the course of providing fire and rescue services.

Health Services

The Environmental Health Service Division continued providing municipal health services to ensure that amongst other drinking and recreational water within the municipal area are within the set standard, prevention of environmental pollution and surveillance of communicable diseases.

Water Quality

For the year under review periodic samples at varied water safety control points were analysed and these indicated an average compliance rate of 99.2% that exceeded a national compliance rate of 97%.

Food Safety

In quest of ensuring food safety in the municipality area, normatively 252 food samples were taken throughout the reporting period and these denoted an averaged compliance rate of 58.3 %. The municipality had exceeded its set target annual of 65 sample for the year and analysed 252 food samples. There is still room for compliance in relation to attaining the set compliance rate of 70%.

Health and Hygiene Education

The municipality had succeeded in reaching 26 schools (against annual target of 25 schools); 28 day care facilities reaching 475 children on hand-wash campaign , reached 36 milk farms (against the set annual target of 10 farms / villages) , trained 215 informal food traders proper hygienic food preparations and legislative requirements.

The division launched a Milk Safety project whereby 36 milk farms and 40 milk shops were capacitated with legislative requirements to improve the quality status of milk supply to the community especially the immuno compromised people (the elderly, children and HIV/AIDS patients).

Horticulture Maintenance of parks and open spaces

Weeding, sport field maintenance – Turfgrass Management, tree pruning, litter collection, grass cutting and irrigation system maintenance were outsourced to SMME and emerging service providers. An amount of R 3.8 million was spent on these functions. Service delivery had been lifted to a higher level and more work has been done with less resources. At least 150 jobs will be created during this period of two years. Community participation in terms of upkeep of open spaces is also encouraged and one Urban Conservancy was established in Universitas.

Greening

Dead trees were replaced with new trees in all streets in Mangaung and new trees were planted in parks which were upgraded during 2007/2008 as part of the greening programme of the municipality. City entrances such as Haldon Road, Curie Avenue, Maselspoort Drive and Church Street were also upgraded to a certain extent with operation funds due to a lack of adequate capital Funding. A big trees programme have been established at the Municipal Nursery whereby trees are propagated in big containers to be planted at strategic areas such as city entrances and prominent parks in preparation for the FIFA World Cup (FWC) 2010 .

Upgrading of roads in Cemeteries

Roads were upgraded in Southpark Cemetery, Botshabelo Cemetery and Thaba Nchu Cemetery using operational funds as there was no capital funding for 2008/2009.

Traffic and security

The Traffic and Security Sub Directorate delivers traffic and security services to the public and the following represent deliveries for the 2008/2009 financial year.

The Traffic Training College succeeded in the training and development of 142 unemployed people as Traffic Officers and 20 as Peace Officers. The trained persons qualified to operate as Traffic Officers in all the South African Development countries.

The Traffic Division with the assistance of Munifare succeeded in installing a further 80 parking meters on streets to control and regulate non moving violations as stipulated in the National Road Traffic Act 93/ 1996.

The old City Theatre building was refurbished and revitalized to be in a position to operate as a command and control centre for the project of installing CCTV cameras in Mangaung. A total of 34 cameras were installed in the Mangaung and this project is near completion. An amount of R11 000 000.00 has been spent during this financial year, totaling an amount of R32 587 661.00 since the project started during 2006/2007.

Joint crime prevention operations in 2009, Operation Restore, were conducted by MLM Traffic and Security, SAPS, SANDF, SAAF, Dept. of Home Affairs, Justice, other MLM departments and other stake holders in an effort to combat crime in the total MLM area. The goal was to increase the visibility, stop and prevent crime and searching for wanted criminals. The same operations were used as an opportunity to train and expose personnel in the use of helicopters and other equipment to fight crime. Interaction and co-operation between the different agencies, the changing of information and team building between the different governments departments on crime prevention was viewed as part of the successes.

The sub directorate traffic and security succeeded in solving the following problem:

Naval Hill was targeted by other group of persons as a spot to commit crimes, and joint operations were also held to arrest the perpetrators responsible for rapes, assaults, malicious damage to property and robberies at Naval Hill. 18 suspects were arrested in connection with this matter at Naval Hill found guilty at the Court of Law.

Operations were held in different wards like stop and search, cordon off and search, road blocks, observations, demolition of illegal structures, law enforcement, arresting of perpetrators and illegal immigrants, execution of warrants of arrest on wanted people, illegal hawking and the prevention of illegal squatting. Achievements were arrests; and warnings /summonses issued for court appearances; drugs and illegal items were also confiscated.

HIV/AIDS Educational Training Programme

For the period under review the municipality succeeded in training 88 trainees in HIV/AIDS Peer Education and Counselling Courses. These trainees were community members drawn the broader community, private sector companies and government employees. The following media was used to raise awareness and general knowledge on HIV/ AIDS:

- Two (2) information sessions conducted in schools, communities;
- 471 members of the community provided with HIV/AIDS testing and counseling at the VCCT;
- 9997 pamphlets and posters developed and distributed; 522000 male and 10000 females condoms distributed
- Eight (8) Candlelight memorial services held and eight (8) Exhibitions hosted

Sport and Recreation

Together with CELL C, South African Football Association (SAFA) and PAPADI, a successful Cell C Soccer Tournament was held as an integral part of sport development.

Moral Regeneration

A Moral Regeneration Summit was held for Grades 7,8,9 and 10 from Intermediate,

Secondary and High Schools from around Thaba-Nchu.(99) Ninety-nine learners, accompanied by (11) eleven educators were in

2.4 Key Priority: Promoting Economic Growth

Municipal Objectives

- To ensure that by 2011 poverty will have decreased by 10%
- To ensure by 2011 that economic growth will have risen to 4.5% and 6000 new jobs will have been created
- To ensure that Mangaung is promoted as an attractive place to live, visit and invest by developing and implementing an incentive scheme and a marketing strategy
- 40% reduction of households earning less than R1100 per month
- Reduction of the expanded unemployment rate by 30%
- 6000 new jobs created in the formal sector

Results

- 50 street traders were trained on basic entrepreneurial courses
- SEDA in partnership with Mercedes Benz/Daimler Chrysler hosted a 10-day training of 50 small business owners facilitated by Kagiso Management Consultations for enhancing skills in the development of business plans
- The municipality in partnership with MUCPP supported the establishment of 29 new Self Help Groups (7 in Thaba Nchu and 15 in Botshabelo)
- In partnership with of the Free State facilitated training to 50 entrepreneurs in broad based black economic empowerment
- Monitored ambient air quality in the municipality
- Acquired 27 plots in Rodenbeck for land development
- Six thousand seven hundred and eighty seven (6787) houses have been completed

Small Micro and Medium Enterprise Support

attendance as well as a representative from the South African Police Services(SAPS).

Through the efforts of the municipality large corporate have procured from local supplies and the current levels of local procurement is estimated at 53% of total outsourcing for the large firms, with an average amount of R31 million outsourced.

For the year under review a number of training programme were implemented to enhance and support the development of SMMEs. These were:

- 50 street traders were trained on basic entrepreneurial courses
- 82 learners were trained Motheo FET college
- Created one co-operative
- 27 SMMEs were trained on productivity improvement techniques facilitated by Mokuane and Associates on behalf of SEDA
- SEDA in partnership with Mercedes Benz/Daimler Chrysler hosted a 10-day training of 50 small business owners facilitated by Kagiso Management Consultations for enhancing skills in the development of business plans
- A workshop was conducted on the 7th and 12th of May 2009 to street traders in partnership with the 2010 office in Bloemfontein and Botshabelo respectively to address all concerns relating to informal trading during confederations cup

The following presentations were made:

- Mangaung in partnership with SEDA (Small Enterprise Development Agency) facilitated a workshop on the 11th and 12th of February 2009 on with basic food safety training targeting the hospitality industry

Furthermore, the municipality supported self help groups in their establishment and the following encouraging achievements were notched:

- The municipality in partnership with MUCPP supported the establishment of 29 new Self Help Groups (7 in Thaba Nchu and 15 in Botshabelo)
- 10 Self Help Groups registered with the Department of Labour for technical training, while 15 Self Help

In addition these groups were trained in capacity building and assisted with submitting their proposal to SAB Miller.

The Municipality was involved in the complementary activity of raising entrepreneurial awareness through media such as roadshows, workshops and trained. Critically these were implemented in partnership with SEDA Mangaung:

- Marketing research Training conducted on 16 and 17 March 2009 to entrepreneurs ' skills in developing market access strategies and market analysis for their businesses to grow
- The Exporters awareness workshop on the 17 March 2009 to facilitate access to markets for local business
- MLM through the University of the Free State facilitated training to 50 entrepreneurs in broad based black economic empowerment. The objective of the training was to equip entrepreneurs with the necessary information for accreditation as verification agencies and to address misconceptions and opportunities associated with the broad based black economic empowerment strategy.

Marketing

The municipality had embarked on a rigorous marketing drive to market the city and attract investment. Media such as advertorials, Exhibitions, radio interviews, marketing materials were used extensively for the year under review:

- Placed advertorials in approximately seven (7) publications such as tourism, lifestyle, sports, etc
- Participated at the Indaba International Exhibition under auspices of the Free

- 5 Self Help Groups were linked with AGRICO for support in vegetable production.

State Tourism Authority. MLM distributed marketing material, provision on destination information and 2010 Host City Information. Also marketed through radio interviews with amongst others, a German Radio Station

- Distributed marketing materials to Information Offices around the country

Registration of Townships

The municipality has made greater strides and it is at the advanced stage of registering township establishment for Heidedal Extension 13 to Extension 16 and Extension 19. The projected total ervens to be created will be 3 409. This is critical for overall development in the municipal area

Allocation of Commercial Land to PDI

In pursuit of facilitated access to commercial land by Previously Disadvantaged Individuals (PDIs) the municipality had prepared and submitted a comprehensive report to Council for approval to sell residential, and industrial erven in Lourie Park, Hamilton, East End, Bloemdustry and Botshabelo section H to be accessed by PDIs amongst others.

Land Development Acquisition

The municipality had acquired 27 plots in Rodenbeck. Furthermore interdicts for the expropriation of plot 47 Grassland, plot 76 and 77 in Rodenbeck have been registered at the deeds office and the municipality had paid over compensation to Naudes Attorneys.

Leasing of Property

The municipality has approved 7 lease applications to the value of R62 160 per annum to contribute towards the revenue base of the municipality.

Awareness on air quality and energy

The municipality had developed educational and awareness raising material on air quality

and energy and distributed brochures to schools, clinics, libraries and other public places within MLM.

- Celebration of environmental commemorative day and raising awareness on water conservation
- Commemorative activities organized to celebrate Water Week and World

Cleaning Project

The municipality had embarked on ward cleaning project for the year under review (how many wards were cleaned). Participated in the cleanup campaign.

Monitor ambient air quality in the municipality

The municipality had monitored air quality from three sites at the municipality. Service providers have been enlisted for air quality station maintenance and reporting.

Review of environmental impact assessment reports

The municipality had reviewed the following application received in relation to environment impact assessment:

- Reviewed thirteen (13) applications for EIAs
- Reviewed eight (8) application of township establishment
- Reviewed thirteen (13) rezoning applications

Local Tourism Support

Consistent with the municipal intentions of supporting local tourism sector, a number of projects and supported activities were implemented for the year under review:

Building and Zoning Plans

Table 2.3 outlines the building applications outstanding at the beginning of the year, what number was processed during the financial

- The municipality had participated in tree planting ceremony at a school as a build up to FIFA Confederation Cup 2009. This will also contribute towards the greening of the municipal area

Environment Day

- Supported one new tourism ventures for organizing a Flea Market / Exhibition (participation and networking formation with other players like SEDA)
- Supported events (few conferences, sport, cultural, and lifestyle events). Branding and marketing collateral provided
- Provided marketing collateral and exhibition equipment for branding.
- Established a Trendy Visitors Information Centre
- Provided and disseminated information to visitors and tourists alike. Handled 20 870 enquiries. Walk-in visitors / tourists from outside MLM boundaries were 2 968

Sustainable Human Settlement

In pursuit of an objective of evolving sustainable human settlement and providing the citizens of Mangaung Local Municipality with well designed and quality homes and the reduction of housing backlogs and informal settlement.

With money leveraged from the Provincial Department of Human Settlement we have implemented various housing projects through various housing programme within the municipal area.

Six thousand seven hundred and eighty seven (6787) houses have been completed during the reporting period against the allocated 8100 subsidies.

year and what number was outstanding at the end of the financial year.

Table 2.3: Building applications

Application Outstanding 1 July 2008	Category	Number of New Applications Received	Total Value of Applications Received (R)	Applications Outstanding 30 June 2009
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-	Residential new	1 074	588 604 350	-
-	Residential additions	999	367 981 500	-
-	Commercial	14	339 215 000	-
-	Industrial	17	84 074 000	-
-	Other (specify)	351	106 556 500	-

2.5 Key Priority: Managing Resources Efficiently

Municipal Objectives

- To ensure that the organisation's finances are managed sustainably
- To ensure that non-MLM resources are mobilized to support the IDP
- To ensure that the municipality invest in skills of its employees to fulfil its roles, in line with its skills development plan
- To ensure that the municipality ensures representivity in line with its employment equity plan
- To ensure that Mangaung staff are able to access relevant data through the IT system and that it is linked to a GIS
- 95% of total capital budget spent to date in year
- 29% salary budget as a percentage of total operating budget
- 0.6% of Mangaung municipality's salary and wages budget that has been spent on training

- 70% skills levy received in rebate from Local Government Sector Education Training Authority (LGSETA)
- 70% employed in the three highest levels of management who are Black People (African, Indian and Coloured)
- 50% employed in the three highest levels of management who are women
- 100% services with key data captured in a management and GIS

Results

Obtained a salary bill of 28.41 % as a percentage of the total operating budget
Exceeded it set target in related to staff employed in the three highest levels of management should be black people (African, Indian and Coloured)

Salary Budget

For the year under review the municipality has succeeded in obtaining 28.41 as a percentage of total operating budget. The set of 29% has been met

Employment Equity

Table: Employment Equity statistics as on 30 June 2009

Employment Equity Target	Actual employee statistics as on 30 June 2009
70 % of staff employed in the three highest levels of management should be Black people (African, Indian and Coloured)	100%
40 % of staff employed in the three highest levels of management should be women	0%
2 % of staff employed in different categories and levels should be people with disabilities	0,5%
50% of staff employed in different categories and levels should be black people (African, Indian and Coloured)	88%

As can be seen from the information presented in Table 2.1, above, Black people are at present over-represented in the three highest

levels of management and in the different employment categories and levels in the municipality, whilst women are under-

represented in the three highest levels of management and people with disabilities are also under-represented in the workforce.

Skills levy received from LGSETA as a refund

The municipality had not achieved the set target in relation receiving levy as a rebate from LGSETA primarily due to the fact that

2.6 Key Priority: Promoting Civic Leadership and Common Purpose

Municipal Objectives

- To ensure that Mangaung's programmes are aligned to the IDP
- To ensure that there is an agreed approach and programme with key stakeholders that are needed to deliver elements of the IDP
- To ensure that internal decision making processes are efficient and effective
- To ensure that citizens are given sufficient information, opportunity and encouragement to participate in and influence the affairs of the municipality
- To ensure that capacity of community leadership to support local development is strengthened
- 80% of municipal's capital budget is spent on projects identified in the IDP
- 100% of targeted department and agencies with whom MLM has a memorandum of understanding which is being implemented
- 14 days between item being tabled on an agenda and a decision being taken, for all items tabled at MAYCO over the last twelve months
- 70% of citizens perceiving provided opportunity and encouragement to participate as at least good in citizen satisfaction survey
- 100% of ward committees that have at least met monthly with a quorum

Results

- An established Audit Committee discharging its functions as prescribed in the MFMA and MSA

organized labour – the South African Municipal Workers Union (SAMWU) and IMATU did not endorse and sign the compiled Workplace Skills Plan for the municipality for 2008/2009. The endorsement by labour of the said plan is one of the requirement set by LGSETA that make a municipality to be legible to access the Skills Grant for a rebate.

- Developed three audit reports to ascertain adequacy, efficiency and effectiveness of our internal controls
- A fraud prevention strategy and corresponding whistle blowing policy have been developed and are en-route to Council for approval
- A five year agreement has been concluded with the City of Ghent
- Developed and subsequently obtained Council approval on Mangaung FIFA 2010 World Cup by-laws that contributed to the City's successful hosting of FIFA Confederations Cup. Furthermore, Fresh Produce Market and Property Rates by-laws were approved by Council and promulgated in the provincial gazette
- Developed SDBIP for 2008/2009 financial year, developed statutory reports (quarterly, and mid-term service delivery and performance assessment reports) and involved communities
- A number of training courses / sessions held on varied aspect of Occupational Health and Safety Act to raise awareness
- Effective operations council and mandatory committees to provide robust oversight and hold municipal administration accountable as envisaged in applicable local government legislation
- Hodisa Moruo Business Process Outsourcing and Off-shoring (BPO&O) project implemented in partnership with Fijutsi, a Customer Relation Management (call centre) designs were completed and the said partnership was launched

Audit Committee

An audit committee has been established as prescribed in the Municipal Finance

Management Act (MFA) and in the Municipal System Act. For the year under review, the Audit Committee of the municipality held four (4) meetings and thus met the set annual target of at least four (4) committee meetings held per financial year. The Audit Committee had compiled and submitted two (2) reports for Council as enjoined by the mentioned statutes.

Internal Audit

Seven (7) audit reports focusing on housing & youth development units, school water channeling systems, Candle light ceremony, cash management, travelling and subsistence allowance, payroll and personnel, have been compiled to ascertain the adequacy, efficiency and effectiveness of our internal controls in accordance with the Audit Plan of the Municipality.

Fraud Prevention Strategy

Fraud Prevention Strategy and corresponding Whistle blowing policy have been developed and will be processed through Council and subsequently implemented in the next financial year

Municipal International Relations

The Municipality had signed a co-operation agreement with the City of Ghent for a five year multi-year support programme focusing on Youth and entrepreneurial development. Furthermore, consistent with its strategic intention of establishing relation with international cities, the Municipality hosted a delegation from Nanjing City in China.

Partnership with Stakeholders

The municipality had identified key stakeholders (government departments) as primary stakeholders to forge programmatic relations for effective service delivery. For the year under review the municipality had fostered relation with the South African Police Services (SAPS) for joint security operations and the Education Department for environmental educational programmes.

Provision of legal Services

For the year under review, legal advices on a variety of legal matters ranging from land

development, expropriation of land, supply chain management policy, memoranda of understanding with development agencies, contracts to litigation amongst others were provided to ensure that the municipality complies to its legal obligations.

Developed and subsequently obtained Council approval on Mangaung FIFA 2010 World Cup by-laws that contributed to the City's successful hosting of FIFA Confederations Cup for the year under review. Furthermore, Fresh Produce Market and Property Rates by-laws were approved by Council and promulgated in the provincial gazette

Development, review and monitoring of the Integrated Development Plans

In relation to the development, review and monitoring of the Integrated Development Plans, the following achievement were realized for the year under review:

- The SDBIPs for 2009/2010 financial year were developed as part of the process around IDP review and budget formulation. These were approved by Council for implementation. Directorates and submitted monthly progress reports on the implementation of Council approved SDBI
- Performance measurement framework and management monitoring tool developed
- Organisational quarterly reports were development and submitted to Council for approval as an integral component of the performance and monitoring system of the municipality
- Reported to Council on the mid-term performance of the Municipality for the period July 2008 to Dec 2008
- Co-ordinated and drafted the municipal annual performance reports for 2005-06 and 2007-08 financial years. As part of our requirement to submit the report to Council, we accordingly informed Council of the delay in approving the report
- The development and approval of a comprehensive and participatory IDP Review and budget cycle and to be reviewed and amended annually

ensuring that the budget and the IDP are linked

- IDP Project Screening workshop was held to determine together with Councillors which programmes and projects including other services need to include in the IDP and hence allocated resources for implementation. This climaxed with the hosting of IDP/Budget Conference where community and stakeholders were afforded an opportunity to make inputs and provide comments before the IDP and budget were finalised
- Continuous incorporation of inputs from various wards and stakeholders into municipal strategic IDP
- Workshops held to get feedback from General Managers and community on implementation progress of IDP projects and programmes for the previous financial year and the current financial.
- Facilitated consultative meetings in the wards in support of their developmental initiatives and ensuring integration in the IDP as part of informing the 2009-10 budget
- Supported wards to identify own ward projects for the implementation through discretionary allocation
- The general public in wards and Ward Committees participated in the IDP Review and preparation of budget for financial year 2008-09
- Facilitated project screening working session where Councillors and community needed to verify and confirm projects and services to inform the budget as part of IDP process
- Kick-started the process whereby consensus need to be reached around the focus areas in benchmarking Mangaung performance against other stakeholders

Implementation of Occupational Health and Safety Act

As enjoined by the provisions of the Occupational Health and Safety Act, the municipality continued to report injuries on duty.

Information session was conducted on the "Election Procedure for Health and Safety Representatives" for workers drawn from solid waste, housing, bucket removal (Padkamp and Botshabelo), roads and storm-water and regional office (Bloemfontein) divisions and 80% attendance rate was achieved.

The following National Occupational Safety Association (NOSA) courses were provided employees of the municipality:

- One day Safety Health and Environment (SHE) Induction course was presented in Botshabelo which was attended by six employees
- Three day Basic SHE Representative Functions courses attended by 23 employees were offered
- Two Task Analysis and Written Safe Work Procedures were concluded

These courses were gained to raise the safety awareness amongst employee, to equip employees in conducting safety inspections and empower supervisors in the writing of safe work procedures for tasks to be performed.

Regional Offices

In pursuit of strategic intent of facilitating easier access to municipality has established three regional offices to ensure that prompt and effective services are provided to residents of Mangaung. For the year under review the mentioned regional offices have achieved the following:

- Convened library orientation sessions with primary schools to promote the culture of reading
- Organised Africa Day Celebrations where schools actively participated
- Facilitated the provision of effective maintenance services in regions in the event of service failure

Secretariat's Support

Prompt and efficient secretariate support had be provided to ensure that there were prompt decision making processes emanating from Council and other institutional arrangements wrought by the Executive Mayor, municipality and applicable statutes. For the year under review these achievements were notched:

- Orbit system was installed and introduced to all directorates as a share-point system for sending of submissions and tracking of corresponding reports for evolving an efficient routing system for Council submission and items
- The set turnaround time of 3 days after the meeting for the development and circulated of minutes for MAYCO, Section 80 and the Executive Management Team was achieved and that of 14 days set for Council meetings was also achieved

Language Policy

The municipality had made greater strides in implementing its language policy and made encouraging achievement in relation to the following:

- Interpretation services provided at Council sittings
- Translations of Council documents in the three official languages (Sesotho, Afrikaans and English)
- Translated articles, newspaper clips and related materials from Afrikaans to English and Sesotho Trained for sign language for the member of the public

Committees of Council

Five Sections 79 Committees were established, namely Oversight and Public Accounts, Remunerations, Members Interests and Ethics, Public Places and Street Naming and Rules Committee to provide robust oversight as envisaged in the applicable local government legislation.

Re Hodisa Moruo Business Process Outsourcing and Off-shoring (BPO&O)

The municipality in partnership with the Department of Trade and Industry (dti) participated in the latter's initiative of BPO&O to enable South Africa to carve a niche for itself in relation to BPO&O sector as one of the crucial element of job creation within the realm of the Accelerated Shared Growth Initiative of South Africa (ASGISA). With the technical assisted of service providers enlisted by the Department of Trade and Industry, the Municipality achieved the following:

- Developed value proposition that provided a detailed account of the municipality comparative advantages in relation to BPO&O initiatives;
- Developed and implemented a marketing plan to attract potential investors;
- Obtained council approval to pursue the initiative;
- Established a partnership with Fijutsi to implement the initiative and subsequently a Customer Relation Management (call centre) design were concluded, the partnership was launched .

Sport and Culture Promotion

The Office of the Executive Mayor supported eight (8) sports events and eight (8) sport and cultural events as an essential component of its Youth Support and Development Programme.

2.7 Mungaung 2010 Soccer World Cup Office

Municipal Objectives

- Hosting of successful FIFA Confederation Cup 2009
- Successful implementation of the Host City Agreements

Results

- Completed upgrading of the stadium
- Resounding success in hosting the FIFA Confederation Cup 2009
- Institutional arrangements (service oriented clusters, event operational committee) were timely established and these were critical for successful hosting of FCC
- Effective and supportive political leadership
- The successful management of the transition from the Lions Tour (rugby) to the FCC 2009 (soccer) within 9 days, considering the delivery of clean stadium and finalisation of temporary facilities such as stadium media centre, broadcasting compound, media tribune, etc, including the handover process
- Electrifying and livewire atmosphere at the stadium and during open public training sessions, much to the delight of the teams and visitors (pictures hereunder bears testimony to that observation)
- Teams appreciated the city's hospitality, especially Brazil and Spain
- Successful implementation of the transport operational plan
- The host city FCC 2009 guide, information map and language cards

produced by the city were well received by the visitors

- Successful host city volunteer programme
- Great host city team spirit and flexible to accommodate last minute LOC/FIFA needs
- Effective mobilization of communities to participate in the FCC
- An established public viewing area and a call centre
- Provided the requisite information and telecommunication services at the stadium and its immediate surrounds that were critical for hosting of a successful FCW

Hosting of FIFA Confederation Cup (FCC)

The Mungaung Local Municipality as one of the host cities for both the FIFA Confederation Cup and 2010 World Cup had attained a resounding success in hosting the FCC during the 2008/2009 financial year. FCC is a forerunner for the FIFA 2010 World Cup. The operational plans were successfully implemented, the transport arrangements to shuttle spectators from various points to the stadium worked well. The Park and Ride and Park and Walk facilities were on average 40% full. The traffic control was also well managed. The Community and Social Development directorate utilised the services of 80 student traffic officer to supplement the internal resources as part of the implementation of the transport operational plan.

The following highlights were notched during the reporting period.

- Institutional arrangements (service oriented clusters, event operational committee) were timely established and these were critical for successful hosting of FCC, effective and supportive political leadership

- The successful management of the transition from the Lions Rugby Tour to the FCC 2009 (soccer) within 9 days, considering the delivery of clean stadium and finalisation of temporary facilities such as stadium media centre, broadcasting compound, media tribune, etc, including the handover process
- Electrifying and livewire atmosphere at the stadium and during open public training sessions, much to the delight of the teams and visitors (pictures hereunder bears testimony to that observation);

- Teams appreciated the city's hospitality, especially Brazil and Spain;
- Successful implementation of the transport operational plan;
- The host city FCC 2009 guide, information map and language cards produced by the city were well received by the visitors;
- Successful host city volunteer programme; and
- Great host city team spirit and flexible to accommodate last minute LOC/FIFA needs



Executive Mayor welcoming Bafana Bafana



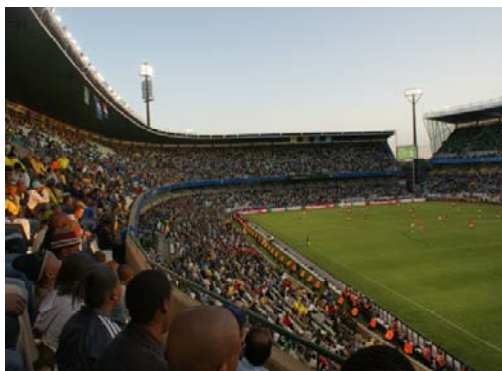
Iraq mixing with the Mangaung performers



Samba boys arrival in Mangaung



Spain player mixing with the Mangaung supporters



Mangaung produced the most exhilarating atmosphere at stadium



Despite the mentioned noticeable achievements, the following shortcomings / lowlights should be instructive in our preparation for hosting the FIFA 2010 World Cup:

- Short transition from Lions Tour to FCC 2009 put the team under tremendous pressure to ensure readiness;
- Pitch condition and rain (affected one VSTS). Shimla Park UFS) was never used during the FCC 2009 as a result of the rain and lack of drainage system;
- Changes to overlay drawings by LOC without consulting the host city, resulting in handover challenges at Barkhuizen building, Rugby Medical centre, Liquor storage area, etc
- Lack of timeous accreditation of key city operational staff affected response time to address problems encountered
- VIP tribune at the Free State stadium was under-utilised, however could not accommodate key local stakeholders such as provincial MEC's and Speaker
- Incomplete process for roles and responsibility matrices led to some

responsibility challenges before and during the FCC

- Late preparation of certain facilities such as medical area and furniture
- Handover of overlay facilities (e.g. Tennis, Old Grey, etc)
- Waste management arrangements affected coordination between LOC and Waste Management sub-directorate
- Majority of private suites were empty, highlighting the view that the pricing model did not work
- LOC Event branding was only at the main stadium
- Late finalisation of the LOC Venue Office due to longer negotiations between the LOC Venue Office and Mangaung

Mass mobilisation intervention

Mangaung purchased a total of 28 000 tickets as part of the mass mobilisation programme to allow amongst others, under-privileged communities, access to the stadium to experience the most spectacular sporting event to be hosted by Mangaung, the FCC 2009. The total bulk tickets cost amounted to

approximately R6 million. In addition to the bulk tickets purchased, the city also received about 10 000 complimentary tickets from FIFA due to the ticket purchase by Mangaung. In total there were 38 000 tickets issued to the following constituencies:

- Rates and tax payers selected through random draw
- Schools involved with My 2010 schools campaign
- Organisation for disabled
- Supporters clubs
- Sports clubs in the Motheo region
- Community members interacting with the Executive Mayor during mayoral roadshow
- Competitions run through local newspapers and local radio stations
- Mangaung councillors and employees (including Centlec)
- SALGA Free State

Varied media were used to popularize the mass mobilization interventions -breakfast media conference, press conference, a random draw and open bus roadshow.

Accommodation

From 2005, the Tourism & Marketing division was tasked to update and maintain the accommodation database as part of the city's preparations for the 2010 FIFA World Cup. It was estimated that at least 30 000 beds are required in Mangaung during the 2010 FIFA World Cup (FWC). The strategy that Mangaung adopted to address the accommodation needs during the 2010 FWC was to work with neighbouring towns of Kimberley and Maseru and include their accommodation establishments as part of the Mangaung Host City accommodation inventory. Other Free State towns such as Welkom, Ladybrand, Bethlehem, Kroonstad, Parys and Clarens also form part of the expanded accommodation inventory.

The number of beds the city had on its database just prior to the FIFA Confederations Cup 2009 was 11800, comprising of 344 establishments. The number of hotels in the city is now 15, with 2 new hotels having opened their doors for business in 2008. The total number of beds in the satellite

accommodation is currently at 9068 beds. The city requires that the tourism authorities in these towns regularly update and verify this data.

There is a need to have a central booking system and management of the accommodation inventory for the city and province. The lack of co-ordination around the accommodation inventory and the abnormal pricing by some homestays created an accommodation challenge for the city during the FCC 2009. It is also imperative that the accommodation strategy is linked to a transport and entertainment package, as many visitors indicated that they want to be in the host city during the tournament and not outside. The onus is therefore on the Free State Tourism Authority and other agencies to also market the attractiveness of the accommodation establishments outside of the Mangaung municipal boundaries so that the revenue and benefit stays within the Free State.

The contracting of local accommodation establishments with MATCH is a further challenge for the city. MATCH still has not reached its target in terms of contracting accommodation in Mangaung. There has been a reluctance of accommodation product owners to sign up with MATCH. One of the pre-conditions for signing up with MATCH is grading, which remains a challenge in the city with more than 50% of the accommodation establishments in Mangaung still not graded. The contracted accommodation which MATCH has to date includes establishments in Bloemfontein, Bethlehem, Kimberley, Welkom, Upington, Ventersburg and SANParks (Golden Gate). Not meeting the pre-requisite target for contracted accommodation in Mangaung will mean a loss for the local economy, as visitors will be flown in at out of the city on match days.

Volunteer programme

Mangaung appointed about 300 host city volunteers whilst the LOC recruited about 560 volunteers during the FCC 09. . The LOC owned and managed the volunteer database. As a result the Host City (HC) had limited access to the database information, resulting in a skewed split of skilled and knowledgeable volunteers between the LOC and HC. More experienced applicants were taken into the

LOC programme resulting in the HC programme having a predominantly inexperienced, youthful and unemployed volunteer profile. The Mangaung team promptly arranged a focused training to increase the host city volunteer's level of city knowledge. The enthusiasm displayed by the eager to learn volunteers accelerated their development.

Going forward, the City should consider an alternative approach of implementing its volunteer programme. The recruitment process was costly and time-consuming. Instead of re-inventing the wheel, it may be advisable to create synergy between the FCC and FWC volunteer recruitment process by drawing the FWC volunteers from the list of those that performed well during the FCC. The city will benefit from the event experience that these volunteers now have.

Public Viewing Area

The municipality established a public viewing area at the Mangaung Outdoor Sports Centre. Due to the adverse weather condition, it was resolved to set up a closed PVA by building a tent that can accommodate about 5 000 people. The total cost for the operation of the public viewing was about R2 million.

Call centre

The Mangaung Confederations Cup 2009 call centre was established to address the contractual obligation of the Mangaung Local Municipality towards FIFA to provide for:

- A toll free number to report the illegal use of Competitions marks; and
- An on-call (24/7) Road and Traffic light maintenance service.

After careful consideration of these requirements, as well as the practical implications of marketing a toll-free number to the public at large, it was decided to also cater for other general "Confederations Cup" and "Tourism" related calls that could may well had to be handled by this call centre.

To address the "on-call" requirement, the call centre was operational from 10 until 27 June 2009, which was preceded by two days of

training. The call centre was staffed by a total of thirteen (13) staff members

- One (1) call centre manager
- Four (4) team leaders and
- Eight (8) call centre agents

2010 Information Technology & Telecommunications

Informed by the Host City Agreement that the municipality has entered into with FIFA for hosting of the FIFA Confederation and FIFA Word Cup that committed that city to meeting a number of service targets related to installing of information technology and telecommunication services at the stadium and its immediate surrounds to ensure an effective Confederation and World Cup. The following results were realized for the year under review:

- Deployed the Stadium Backbone Infrastructure
- Network Distribution and Access Infrastructure
- All Active Network Devices Installed and operational
- Rate Card Services - Media and Broadcast Installations
- Ticketing and Stadium Access Control Installed and operational
- Power Supply installed -event dedicated power, permanent back Up Generators, event dedicated IT battery UPS systems (in network racks) – temporary; event dedicated broadcast termination UPS – temporary and event dedicated Broadcast/Technical Power Generators – temporary
- Installed the stadium PA System, permanent CATV equipment and cabling, temporary CATV or IPTV equipment and cabling, 2 x Video Walls and 2 x Scoreboards

Status of Capital expenditure 2008-2009 for 2010 related projects

Table 3 below shows the projects which have been included in the 2008-2009 financial year (a detailed account of performance in relation to these projects will be provided in a section highlighting the municipal performance in relation to economic development and planning strategic priority). A total revised

budget of about R429.9 million was allocated for 2010 projects during the financial year. As at the end of June 2009, only 56.52% of this budget was spent. The lower expenditure figure was mainly attributed to the transport projects, which are funded from PTIS. The

stadium budget reflected an actual expenditure of 90%, the remaining 10% is due to the pending dispute as Mangaung deducted a total amount of R12 million in penalties. This means the total budget could have been spent if it was not of penalties.

Table 2008-2009 Capex for 2010 projects as at 30 June 2009

Project	Revised	Expenditure April to June	Expenditure End June	Percentage
Upgrading Stadium For 2010	162,996,759	24,954,257	145,359,852	89.18%
Intermodal Public Transport Facility	152,485,677	9,355,592	42,048,359	27.58%
Mangaung Activity Corridor	14,837,505	2,926,301	9,930,178	66.93%
Public Transport Operational Plan	3,000,000	1,075,176	1,418,409	47.28%
Bloemspuit Pedestrian Route	12,000,000	1,596,782	2,332,058	19.49%
Nelson Mandela Avenue	10,000,000	7,184,503	8,304,737	83.05%
Parfitt Avenue Upgrading	46,668,495	10,310,358	17,548,824	37.60%
Selbourne Avenue Pedestrianisation	3,018,360	0	1,139,826	0.00%
Hoffman Square Rejuvenation	10,000,000	0	0	0.00%
Seisa Ramabodu Upgrading	9,849,167	9,849,166	9,849,166	100.00%
Botshabelo Stadium Upgrading	5,080,919	5,080,919	5,080,919	100.00%
Total	429,936,882	72,333,054	243,012,327	56.52%

2.8 Service Delivery Spending Priority Programmes and Plans for 2009-10

The spending priority programmes and plans for the 2009-10 financial year approved in the budget that will be pursued by the Municipal Council and administration are summarized as follows:

Table Spending priorities for 2009-10

Project Management Unit	40,000
Corporate Management Support	2,300,000
Financial Management	10,000,000
Emergency Services	10,560,000

Parks and Cemeteries	1,000,000
Traffic and Security	8,366,000
Social Development	6,500,000
Economic Development	22,250,000
Planning	2,600,000
Housing	3,000,000
Roads and Stormwater	90,290,640
Solid Waste Management	7,400,000
Water and Sanitation	133,305,870
Water	45,525,000
World Cup Office	493,290,500
Electricity	35,282,775

CHAPTER 3: HUMAN RESOURCES AND OTHER ORGANISATIONAL MANAGEMENT

3.1 Introduction

It is an age old adage that people are an organisation's greatest asset. In modern times this adage is still most applicable as, without human resources the everyday business functions of the municipality, such as the delivery of services to the community, the managing of the cash flow of the municipality, the making of business decisions, communicating through different forms of the media, and the dealing with our customers cannot be undertaken. We can therefore conclude by stating that people and the potential they possess, "drives" the municipality.

The modern organisation is also characterised by a continuous state of change and the municipality is no exception. This organisational change impacts not only the business processes of the municipality, but also on our employees. It is therefore essential that, in order to maximize organisational effectiveness, the human potential in the municipality (i.e. individuals' capabilities, time, and talents) is managed in an effective and efficient manner. Human resource management therefore works to ensure that employees are able to meet the strategic objectives of the municipality, as contained in the Integrated Development Plan (IDP).

The human resource management function is also responsible for the strategic management of human capital of the organisation so as to ensure that the strategic development vision and objective of the municipality are attained. Essentially it is responsible for bringing people into the municipality (recruitment and selection), helping them to perform their work (individual performance management), compensating them for their labour (benefits administration), and creating a positive working environment (employee relations). This chapter aims to highlight a number of these human resources management practices that impacted in bring the organisation closer to the realisation of its objectives and targets for the period under review.

3.2 Human Resource Strategy

During the 2007/8 financial year a human resource strategy as well as an implementation plan was developed. This strategy basically consists of six (6) strategic goals and sixteen (16) strategic objectives for the human resource management function in the Municipality that are aligned with the strategic objectives of the Municipality, as contained in the IDP, that relate to issues of services delivery as well as civic leadership and common purpose. The goals of the human resource strategy are outlined below:

- To ensure that the required number of employees with the required skills and expertise are available when needed
- To ensure sound labour relations
- To ensure that employees are developed in accordance with the Work Place Skills Plan
- To enhance the quality of institutional and individual performance
- To ensure that all relevant human resource systems are established and implemented.
- To promote Occupational Health and Wellness Services

A human resource management model was also developed to enhance the image of and streamline the functioning of the Human Resource Management Sub-Directorate of the municipality. This model prescribes the operational activities that need to be performed in order to achieve the strategic goals and objectives as contained in the Human Resource Strategy. This model subscribes to the following value system as contained in the IDP:

- Civic pride and responsibility in our citizens
- Accountability, honesty and integrity;
- Mutual trust and strong partnerships with stakeholders through transparent and accountable governance and
- Valuing people and their diversity, including cultural diversity

The following issues, taken from the IDP, are integrated into different facets of both the HR Strategy and the human resource management model:

- Facilitating opportunities for PDI's
- Improving the skills of the workforce
- Promoting and strengthening our cultural diversity and richness;
- Promoting community confidence
- Focusing on HIV/AIDS programmes & support
- Developing and supporting programmes to increase literacy
- Maintaining high standards of integrity, honesty and transparency
- Improving customer care and responsiveness
- Rationalising the service portfolio to core business

Results

During this report period the HRM Sub-Directorate continued to work on the projects as contained in the human resource strategy implementation plan. The following successes have been achieved:

- The Employee Reward Programme was developed and implemented;
- The IPMS for employees in level 4 and lower has been developed but not yet implemented as organised labour has requested that it be put on hold until the national TASK job evaluation process has been finalised
- The new Employment Equity Plan was drafted but not yet implemented as the consultation process with organised labour still needs to be finalised
- The Work Place Skills Plan was drafted, signed off by labour and submitted to the LGSETA within the legislated timeframe of 30 June 2009
- The Scarce Skills Policy was developed
- A number of the HR management staff successfully completed their Project Management training
- Action plan with timeframes for closing of employee files completed

- Procedure for assisting employees in claiming unemployment insurance benefits completed
- Revised procedure for early retirement due to ill-health, alternative placement and incapacity completed

3.3 Human Resource Management

The human resources management function in the Municipality aims to provide effective and efficient human resource management services to all directorates.

Human Resource Policies

During this report period a concerted effort was made to place all human resource management policies of the municipalities Intranet in an effort to ensure that all employees can obtain easy access to the relevant policies. This project was completed when the relevant supporting documentation for the Disciplinary Procedure Collective Agreement was finally loaded onto the Intranet.

Although the Human Resource Management Sub-Directorate has all the necessary human resource management policies in place to ensure a continued human resource management service to the different directorates in the municipality, an audit conducted during this report period has shown that many of these policies need to be reviewed in order to ensure that they are still applicable to the changes that have taken place in the municipality.

Towards the end of the report period a specific position was created in the Human Resource Management Sub-Directorate for a person who would be dedicated to the review, revision and upgrade of all human resource policies. This project will commence in the new financial year.

Labour Relations

The relationship between the employer and its employees, as represented by organised labour, is governed by collective agreements as well as the Constitution and other applicable labour legislation. The Human Resource Management Sub-Directorate is tasked with the responsibility of ensuring sound labour

relations in the Municipality by effectively managing and enhancing all relevant aspects of labour and employee relations.

The consultative forum used for the purposes of addressing issues of common interest between the employer and organised labour is the Local Labour Forum (LLF). During this report period the Human Resource Management Sub-Directorate faced a number of challenges in getting the LLF to function in a proper manner. A total of twelve (12) LLF meetings were scheduled during the financial year of which only two (2) took place. Notwithstanding the lack of LLF meetings, the relationship between the parties remained positive which is evident from the fact that the municipality did not experience any strikes or work stoppages that had a major impact on service delivery to the community.

The maintenance of discipline in the workplace still remains one of the most important aspects with which the Human Resource Management Sub-Directorate and the directorate is committed to maintain disciplined workforce.

Skills Development and Training

One of the strategic goals of the human resource strategy is to ensure that the employees of the municipality are developed in accordance with the Workplace Skills Plan. This implies that the Municipality should annually draft a Workplace Skills Plan, obtain the “buy-in” of organised labour for the plan, submit it to the Local Government Sectoral Education and Training Authority (LGSETA) for approval and ensure that the skills development interventions, as contained in this plan, are undertaken once the funding for the plan is received from the LGSETA.

The Municipality drafted the Workplace Skills Plan but could not obtain the “buy-in” from organised labour during the consultation process. The implication of this is that the Municipality submitted a Workplace Skills Plan to the LGSETA which was not signed off or supported by organized labour. A further implication is that the LGSETA never paid the mandatory grant to the Municipality to fund the skills development interventions.

The Municipality however spent R1 640 743.00 from own sources on skills development

interventions identified in the Workplace Skills Plan. Skills development and training programmes included:

- Basic SHE Representative Skills
- Hazard Identification and Risk Assessment
- Certificate Programme in Management Development
- Safety Representative
- Afrikaans Language
- Policy Development and management
- Ms Word Level 3
- Health and Safety Awareness
- Induction Programme
- Presiding and Investigating Officer
- South Sotho Language
- Supervision Skills
- Batho Pele Principles Workshop
- Ms Word XP level 3
- Ms Excel Level 1-3
- HIV/AIDS Peer Educators
- HIV/AIDS Counselling
- First Aid Intervention: Level 1
- First Aid Intervention: Level 1
- Trade Test Preparation
- Technician
- Electrician
- Vienna Dover
- Basic Ambulance Assistant
- BAC Refresher
- Still Water Rescue
- High Angle 2
- Fire Fighter 1 and Hazmat
- Pumper Driver Operator
- Fire Services Instructor
- Confined Space Rescue
- Trench Rescue
- Explosive Awareness

During this financial year it also became quite clear that the decentralized approach of the municipality toward skills development was having a negative effect on skills development in the municipality. Exploratory discussions were held with organized labour and other stakeholders with regard to this matter in order to pave the way towards a future centralised dispensation for skills development in the Municipality.

Employment Equity Plan

The Municipality has made significant strides in ensuring representation at the different levels within the organization. The following employment equity targets were set for the Municipality for the 2008/9 financial year:

- 70 % of staff employed in the three highest levels of management should be Black people (i.e. African, Indian and Coloured);

- 50 % of staff employed in the three highest levels of management should be women;
- 2 % of staff employed in different categories and levels should be people with disabilities; and
- 50% of staff employed in different categories and levels should be black people (i.e. African, Indian and Coloured).

Table 3.1 contrasts the above-mentioned employment equity targets against the actual employee statistics as on 30 June 2009:

Table 3.1: Employment equity statistics

Employment Equity Target	Actual employee statistics as on 30 June 2009
70 % of staff employed in the three highest levels of management should be Black people	90%
40 % of staff employed in the three highest levels of management should be women	9.2%
2 % of staff employed in different categories and levels should be people with disabilities	0.5%
50% of staff employed in different categories and levels should be black people	88%

Black people are at present over-represented in the three highest levels of management and in the different employment categories and levels in the municipality, whilst women are under-represented in the three highest levels of management and people with disabilities are also under-represented in the workforce. These are however issues that cannot be corrected overnight as the staff composition

can only be changed to mirror the employment equity targets through the process of filling vacancies as they arise in a manner that would lead to the achievement of the targets.

The employment equity statistics with regard to gender representivity per directorate over the past two financial years are included in the Tables 3.2.

Table 3.2: Gender employment equity

		Males				Females				Total
		A	C	I	W	A	C	I	W	
Office of the City Manager	2009	91	1	0	10	48	8	1	10	169
	2008	84	2	0	8	34	8	1	11	148
Community and Social Development	2009	554	42	2	88	157	12	0	49	899
	2008	565	43	2	90	180	11	0	48	927
Economic Development and Planning	2009	126	11	2	23	56	5	0	10	162
	2008	120	13	2	23	51	6	0	10	225
Corporate Services	2009	101	5	0	12	104	14	0	19	255
	2008	107	4	0	13	98	13	0	18	255

Finance	2009	96	11	0	32	74	16	0	30	236
	2008	93	9	0	32	64	12	0	32	242
Infrastructural Services	2009	1 015	23	0	76	322	8	0	8	1 452
	2008	1 058	23	0	78	331	8	0	7	1 505
Centlec	2009	307	22	1	73	42	5	0	7	457
	2008	290	23	1	81	27	5	0	7	434
Total	2009	2 220	113	5	321	724	60	1	133	3 577
	2008	2 317	117	5	324	780	64	1	134	3 742

Year		Number Male Employees	Number Female Employees
2009	African	2 290	826
2008		2 220	724
2009	Coloured	115	67
2008		113	60
2009	Indian	5	1
2008		5	1
2009	White	316	132
2008		321	133

Table 3.3 represents the percentage employment equity with regard to gender

representivity from 30 June 2008 to 30 June 2007.

Table 3.3: Percentage gender employment equity

		Males				Females				Total
		% A	% C	% I	% W	% A	% C	% I	% W	
Office of the City Manager	2009	53.8	0.59	0	5.9	28.4	4.7	0.5	5.5	100
	2008	82	5.4	0.6	12	54.5	45.5	0.74	7.49	100
Community and Social Development	2009	59.8	4.5	0.2	9.7	19.4	1.2	0	5.1	100
	2008	61.06	4.67	0.22	9.79	17.46	1.33	0	5.45	100
Economic Development and Planning	2009	54	4.7	0.85	9.9	24	2.1	0	4.3	100
	2008	53.77	6.13	0.94	10.84	20.75	2.83	0	4.71	100
Corporate Services	2009	39.6	1.9	0	4.7	40.7	5.4	0	7.4	100
	2008	43.51	1.25	0	5.43	37.65	4.60	0	7.53	100
Finance	2009	38.4	3.7	0	13.3	26.4	5	0	13.2	100
	2008	38.98	3.8	0	13.55	25	5.08	0	13.55	100
Infrastructural	2009	37	4.2	0	12.3	28.6	6.1	0	11.58	100

Services	2009	69.59	1.58	0	5.2	22	0.55	0	0.55	100
Centlec	2008			0.23	18.6	6.22	1.15	0	1.61	100
	2009	67.1	4.8	0.2	15.9	9.1	1	0	1.5	100
Total	2008	61.91	3.12	0.13	8.65	20.84	1.75	0.02	3.58	100
	2009	62.06	3.16	0.14	8.97	20.24	1.68	0.02	3.72	100

	Year	Percentage
Males in MLM	2009	72.7
	2008	73.84
Females in MLM	2009	27.3
	2008	20.24

Filling of Posts

During the 2007/8 financial year 77.1% of the positions on the staff established were filled. The situation remained unchanged during the 2008/9 financial year with 77.1% of the positions on the staff establishment filled on 30 June 2009. Budgetary constraints have been the major reason why the vacant positions on the staff establishment have not been filled during the 2008/9 financial year and it looks as if the majority of these positions will remain vacant during the 2009/10 financial year due to the same reason. Furthermore, the municipality also has to do a careful balancing act in order to ensure that its total employee related costs remain within acceptable limits

when compared to the total income of the municipality.

The high number of vacancies that exist within the municipality does however have a negative impact on other factors such as service delivery, overtime costs and employee morale.

The staff establishment of the municipality increased with a total of 53 positions during the report period. Furthermore there was a decrease in the number of positions that were filled and an increase in the number of vacant positions. A comparison of the staff establishment statistics as on 30 June 2009 to 30 June 2008 is given in Table 3.4.

Table 3.4: Comparison of the staff establishment

	End June 2008	End June 2009
Filled permanent posts	3 837	3 577
Vacant posts	1 140	1 453
Total	4 977	5 030

Employee Related Costs

The total employee related costs increased with 11.43% from R530 166 477 during the

2007-08 financial year to R590 789 149 during the 2008-09 financial year. Table 3.5 shows the expenditure on employee related costs during the last two financial years.

Table 3.5: Employee related costs

Item	2008-09	2007-08
Employee related costs – salaries and wages	399 955 418	369 635 041

Employee related costs – contributions for UIF, pensions, and medical aid	82 921 850	81 916 374
Travel, motor car, accommodation, subsistence and other allowances	35 940 604	312 63 401
Housing benefits and allowances	5 160 168	4 544 706
Overtime payments	35 061 137	28 978 394
Performance bonuses	2 126 847	2 976 477
Long-service awards	15 000	19 467
Provision for bonuses	2 137 782	289 908
Current service cost	16 754,000	-
Provision for leave	10 716 343	10 542 709
Total employee related costs	590 789 149	530 166 477

Included above are employees in the service of the municipality, which are seconded to the municipal entity Centlec (Pty) Ltd. The total cost charged to Centlec in this regard is R83 016 090 (2008: R74 559 732) and is reflected in the statement of financial performance as income for agency services.

Table 3.6 shows the trends of total employee related costs over the last six (6) years when expressed as a percentage of total expenditure.

Table 3.6: Trends of total employee related costs

Year	Total Employee Related Costs	Total Expenditure	Total Employee Related Costs as % of Total Expenditure
2003/2004	339 965 290	1 153 556 564	29.47
2004/2005	412 662 113	1 334 125 281	30.93
2005/2006	442 097 983	1 363 811 259	32.42
2006/2007	504 262 384	1 773 744 046	28.43
2007/2008	530 166 477	1 745 890 143	30.37
2008/2009	590 789 149	2 009 283 824	29.40

The target for the ratio for the total employee related costs for the 2008-09 financial year was 29.7% which means that the actual figure of 29.4% is less than the target.

The expenditure on employee related costs is also expressed as a percentage of total income for the purposes of the Restructuring Grant conditionality which requires of the municipality to maintain a salary budget of 29% of the total income of the municipality.

Table 3.7: Total employee related costs

Year	Total Employee Related Costs	Total Income	Total Employee Related Costs as % of Total Income
2007/2008	530 166 477	1 828 232 706	28.41%
2008/2009	590 789 149	2 081 225 077	28.87%

The expenditure on overtime increased with 20.99% from R28 978 394 during the 2007-08 financial year to R35 061 137 during the 2008-09 financial year. The increase in overtime costs can be attributed to the general annual salary increase of 8.3% which came into effect from 1 July 2008 as well as the fact that

approximately 29% of the positions on the staff establishment were vacant during the year.

The table below shows the overtime costs in relation to the total employee related costs over the past two financial years:

Table 4.7 : Overtime costs

Year	Total Employee Related Costs	Overtime Costs	Overtime Costs as % of Total Employee
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			Related Costs
2007/8	R 530 166 477	R 28 978 394	5.47
2008/9	R590 789 149	R35 061 137	5.93

The overtime costs were made up as follows by the different Directorates during the 2008/9 financial year:

Table Allocation of overtime costs to the different Directorates during the 2008/9 financial year

Directorate	Amount Spent on Overtime (R)	% of Overtime Costs
Office of the City Manager	981,895	2.80
Corporate Services	1,019,629	1.75
Fresh Produce Market	405,978	1.16
Finance	132,122	0.38
Community and Social Development	6,042,180	17.23
Economic Development	2,279	0.0030
Housing	1,234	0.0035
Infrastructure	18,358,795	29.40
Water	8,051,790	22.96
Centlec	8,524,237	24.31
Total	35,061,137	100

The four highest levels of management (i.e. the City Manager, the COO, CFO, Executive Directors, Deputy Executive Director and General Managers or Directors) contributed to 6.6 % of the municipality's total employee related costs during the 2008/9 financial year. These costs, called the Management Employee Related Costs, are expressed as a percentage of the Total Employee Related Costs for the 2007/8 and 2008/9 financial years in the table below:

Table Management Employee Related Costs expressed as a percentage of Total Employee Related Costs

	Financial Year 2007-08	Financial Year 2008-9
Management Employee Related Costs	37 148 879	40 593 706
Total Employee Related Costs	530 166 477	590 789 149
Management Employee Related costs as a % of Total Employee Related Costs	7.3	6.87

3.4 Disclosure of Information

The remuneration of the MLM's Councillors was as follows:

Table Remuneration of Councillors over the last two financial years:

Remuneration of Councillors	2008-09	2007-08
Executive Mayor	625,594	568,334
Deputy Executive Mayor	504,680	454,667
Speaker	500,474	454,677
Chief Whip	473,138	426,250
Mayoral Committee Members	4,219,997	3,836,250
Councillors	13,578,193	13,165,514
Councillors' Medical and Pension Contributions	-	-

Total Councillors' Remuneration	19,902,076	18,905,682
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The remuneration of the of the MLM's senior officials was as follows:

Table Remuneration of Senior Managers over the last two years

Remuneration of the City Manager	2008/9	2007/8
Annual remuneration	981,988	1,069,714
Performance bonus	212,543	-
Car allowance	150,000	180,000
Contribution to UIF, medical and pension funds	15,767	15,679
Total	1,360,298	1,265,393
Remuneration of the Chief Financial Officer	2008/9	2007/8
Annual remuneration	876,704	681,423
Performance bonus	7,140	-
Car allowance	156,000	156,000
Contribution to UIF, medical and pension funds	182,769	164,232
Total	1,222,613	1,001,655
Remuneration of the Chief Operating Officer	2008/9	2007/8
Annual remuneration	1,028,086	863,956
Performance bonus	-	-
Car allowance	72,165	130,440
Contribution to UIF, medical and pension funds	8,415	7,259
Total	1,108,666	1,001,655
Remuneration of the Executive Director: Community and Social Development	2008/9	2007/8
Annual remuneration	-	367,740
Performance bonus	-	-
Car allowance	-	25,000
Contribution to UIF, medical and pension funds	-	65,322
Total	-	458,062
The remuneration as reflected in 2008 is for a period of 5 months due to the resignation during 2008		
Remuneration of the Executive Director: Corporate Services	2008/9	2007/8
Annual remuneration	952,637	837,066
Performance bonus	172,905	-
Car allowance	84,000	84,000
Contribution to UIF, medical and pension funds	1,539	1,511
Total	1,211,081	922,577
Remuneration of the Executive Director: Economic Development And Planning	2008/9	2007/8
Annual remuneration	542,033	880,144

Performance bonus	57,986	-
Car allowance	60,000	120,000
Contribution to UIF, medical and pension funds	769	1,511
Total	660,788	1,001,655
The remuneration as reflected in 2009 is for a period of 6months due to the resignation during 2009		

Remuneration of the Executive Director: Infrastructure	2008/9	2007/8
Annual remuneration	812,880	430,741
Performance bonus	-	-
Car allowance	240,000	138,000
Contribution to UIF, medical and pension funds	11,479	6,277
Total	1,064,359	575,018
The remuneration as reflected in 2008/09 is for a period of 12 months and 2007/08 is for a period of 7months due to a new appointment during 2007/08		

CHAPTER 4: FUNCTIONAL AREA SERVICE DELIVERY REPORTING

5.1 Introduction

This chapter intends to provide comprehensive information on how services were delivered during 2008-09 financial year. It indicates an overview, description and detailed analysis of each function and followed by key performance area, performance during the year, performance targets against actual achieved and plans to improve performance, based on the integrated development plan as well as service delivery and budget implementation plan.

The chapter also highlights any improvements planned for 2009-10 as a service delivery contract for the financial year. The functional area of the Municipality is at the directorate level broken further into sub-directorates and divisions, and the municipal entity that are responsible for the delivery of the core municipal services as well as other responsibilities of developmental local government.

Functional area

Table 5.1: Functional area of directorates

Directorates	Functional area
Office of the Executive Mayor	Administrative support Youth development Special programmes Media liaison
Office of the City Manager	Strategy and governance Communications Internal audit and risk management Anti-fraud and corruption Project management Municipal business entity Information management and technology Knowledge and resource management
Chief Operating Officer	Legal services Committee Services Integrated development plan Performance management Community participation Safety and loss control Regional management
Finance	Revenue management Financial management Financial systems Financial support
Economic Development and Planning	Planning Economic development Property and land management Environmental management Housing
Infrastructure Services	Mechanical services Solid waste management Roads and stormwater Water and sanitation
Community and Social Development	Social development Environmental health services Emergency management services Traffic and security Parks and cemeteries

Corporate Services	Customer relations management Human resource management Corporate management support Fresh produce market Occupational health services
Mangaung 2010 Office	Upgrading of Stadium, training venues and precinct Project management Information, communication and technology Marketing Transportation Supporting infrastructure and utilities Safety and security
Centlec	Electricity and related services

5.2 Functional service delivery reporting

Corporate Services

Introduction

The Directorate Corporate Services is essentially an internal resource function which provides support processes to the organization. The directorate supports the Municipality by ensuring that ensuring that effective and efficient corporate services are rendered to line function directorates in order to perform optimally.

Key performance highlights of the directorate include:

- Provided effective and efficient human resource management services to all directorates of the municipality
- Rendered advice and services with regard to all relevant aspects of labour and employee relations
- Coordinated training and development interventions to improve generic knowledge and skills of employees
- Conducting employment equity awareness programmes
- Continuous maintenance of all corporate buildings to monitor compliance with OHASA standards

Overall performance highlights

Performance against service delivery targets

IDP Key Performance Area	Service Delivery Performance	Actual Performance Target Achieved
Customer care survey	As no money was budgeted for the Customer Survey, the survey could not be undertaken	Results of survey submitted to EMT and Council
Alignment of customer relation management strategy to IDP	Establish a Call Centre	Done on a continuous basis
Customer care standards	Development of turn-around times for all services rendered to the community	Customer care standards approved by Council
Clean and hygienic corporate buildings	Maintain high levels of cleanliness and hygienic corporate buildings	Conducted a survey to determine satisfaction of internal and external customers. 80% customers satisfied with cleanliness of buildings
Corporate building accessible to people	Install voice prompts in the lifts and wheelchair lift	80% of all municipal buildings that is accessible to people

with disabilities		with disabilities
Market the use of MLM auditoria and halls	Increase occupancy rate of auditoria and halls to 100%	100% increase in occupancy rate of MLM auditoria and halls.
Records management policy	Develop and implement records management policy and introduce electronic document management system	Policy was developed and Orbit system installed
Employment equity plan	Draft employment equity plan and implement equity targets	Employment equity plan approved and target are implemented on a continuous basis
Stabilise personnel costs	Salary expenditure 29% of total revenue	A target of 28.87% was achieved
Management of labour relations programme	Increase discipline levels	Render advice and services in respect of disciplinary behaviour and processes on a continuous basis
Workplace skills plan	Develop and implement workplace skills plan	Conducted skills needs and analysis which led to the drafting of workplace skills plan
Individual performance management system	Develop individual performance management system for employees in level 3 and lower	System developed on time but not approved by local labour forum
Improve PDI's and HDI's access to fresh produce market facility	Establish mini-stalls project to maximise access	Mini-stalls constructed
Increase the annual turnover of the fresh produce market	10% increase in turnover	10% increase in turnover realised
Occupational health programme	Undertake health surveillance of employees	50% employees underwent health surveillance
Minimise the impact of HIV/AIDS on the employees	Provide HIV/AIDS primary health care	All employees are motivated to receive HIV/AIDS testing with special emphasis on those employees with an Aids defining diseases

Community and Social Development

Introduction

The Community and Social Development is responsible for continual improvement of the health and well-being to the vulnerable groups and individuals that reside within the Municipality.

Overall performance highlights

Key performance highlights of the directorate include:

- Elimination of 5 (five) crime hot spots at Southern Landfill Site, Hamilton Park, Sechaba in Phahameng, Street Corner, Braai Area in Botshabela, and Mahungra in East End
- Energy and noise management awareness campaign launched to capacitate businesses especially taverns

- Provided Pests- and Vector control and De-infestation to 7 of 17 camps on the buffer zone of Bloemfontein
- Surveyed for animals that can act as vectors of Zoonotic diseases. No zoonotic diseases prevailed
- Analysed 1 109 water samples with 99,2% compliance rate
- Analysed 252 dairy products with compliance rate of 58,3%

Performance against service delivery targets

IDP Key Performance Area	Service Delivery Performance	Actual Performance Target Achieved
Disaster Preparedness	Number of incidents escalating into full-scale disasters	0
	Number of workplaces in Mangaung Local Municipality with completed contingency plans	10
	Percentage of existing contingency plans revisited and exercised.	25%
	Number of established Rural Disaster Management Committees within Mangaung Local Municipality.	12
	Number of established Cluster Committees within Mangaung Local Municipality.	2
	Number of Volunteers recruited and trained.	130
	Number of Sub-Directorates with established Internal Disaster Management Committees that can be operational in the event of a disaster or emergency.	5
	Management of major public gatherings to ensure public safety: Percentage of planning meetings and Joint Operational Centre meetings attended.	95%
First Aid Training	Number of persons trained in Level 1, 2 or 3 First Aid	110
Emergency Communications Centre	Percentage of Fire and Rescue calls handled in compliance to SANS 10090, i.e. dispatch of appropriate resources within 3 minutes.	90%
	Percentage of callers satisfied with services rendered by the Emergency Control Centre	90%
Operational Fire and Rescue Service for the entire MLM	Percentage of fire and rescue incidents responded to in compliance with the South African Standard for community protection against fire (SANS 10090)	70%
Pro-active Fire Safety Service	Scheduled fire safety inspections of: <ul style="list-style-type: none"> ▪ High Risk Premises ▪ Moderate Risk Premises ▪ Low Risk Premises 	To inspect: <ul style="list-style-type: none"> ▪ 76 ▪ 159 ▪ 1 746
	Number of Occupational Health and Safety Compliance Certificate inspections conducted	150

	Percentage of building plans scrutinized for compliance to statutory fire safety measures	100%
Emergency preparedness and Fire Safety Public Awareness Programmes	Number of schools / groups to which Fire safety / emergency preparedness program is delivered to	32
	Number of Health Care Workers trained in basic fire safety and evacuation procedures	300
	Number of persons from the business community trained in fire safety and fire fighting	300
	Number of public outreach events aimed at creating public awareness relating to Fire Safety and Disaster Management.	6
Enhance and maintain the skills of Fire and Rescue Staff	Percentage of Fire-fighters trained to Fire-fighter 2 level	65%
	Percentage of Fire-fighters trained to Rescue Awareness level	50%
	Percentage of Fire-fighters trained to Rescue Operations level	25%
	Percentage of fire and rescue staff trained to Hazmat Operations level	75%
	Number of fire and rescue staff trained to Hazmat Technician level	26
	Number of fire and rescue staff trained in USAR- structural collapse and confined space rescue modules	26
	Number of Officers trained as Hazmat Task Force Incident Commander	1
	Number of Training Instructors Trained as Hazmat Technician Instructors	2
Food safety programme	Ensure consumer protection	Monitored 75% of food control points of total work load
		100% of water safety control points were monitored
		100 % of environmental health high risk premises, were monitored
		All the premises investigated complied to set standards
Built environment risks management:	All the premises comply to set built environment standards	100% of environmental health high risk premises were monitored
Open Space Development	No parks were developed in the entire MLM area. Normal maintenance occurred	38
Greening of MLM	City Entrances, parks, cemeteries and streets were planted with street trees to ensure a clean and green environment	8

Horticulture maintenance of open spaces and Sport Stadia – Turfgrass Management	SMME engagement to ensure service delivery	14 SMME's
Electronic burial registers	Web-based cemetery record system implemented –all cemeteries.	Continuous upgrading of the program
Mangaung Compact	Install CCTV's to assist with the identification of possible criminals and criminal activities	The installation of the cameras are completed
	Install parking meters in the City of Bloemfontein to control on-street parking as contemplated in the National Road Act, Act 93/1996	50 Parking Meters
Presenting Training course	Training conducted, trainees and 50 Lay Councilor about the HIV Virus 120 couple counseling and other STDs and others	43
To manage Voluntary confidential counseling and testing	VCCT site functioning smoothly (no target it depend on the in and coming) some they request so there is no target for the VCCT in order to provide confidentiality to the community during counseling for pre/after counseling for HIV Aids.	0
Building relationships with ward counselors and committees	Achieve participation of counselors and organizing training in the ward according clusters to make awareness campaign about this HIV Aids Pandemic by hosting workshop, issuing pamphlet and condoms	45
Training of NGOs and CBOs	Training provided in Thaba Nchu and Bloemfontein on Business Plans, Marketing and Customer Care	150
Mass awareness campaign	Seminars were held in Botshabelo and Bloemfontein on the improvement of community livelihoods	300
Upgrading of Stadium	Stadiums upgraded	5
Sports Development	4 Mass participation programmes presented	10
Library Membership	Increasing library membership by 10%	72 972
Arts and Culture	Promotion of Arts and Cultural Activities	7
Reading Circles	Increasing number of reading circle activities	30
Outreach Programmes	Increase number of Outreach Programmes	130
Book Stock	Developing book collection to suites the needs of the community	12

Economic Development and Planning

Introduction

The Economic Development and Planning is responsible for the stimulation of the economic growth with the aim of making a contribution in reduction of poverty and ensure that the quality of life of the people of Mangaung Local Municipality is improved.

Overall performance highlights

- Continuous updated contract register to reflect newly signed lease agreement
- Facilitated the participation of PDI's in property development through the approval of 99 erven for industrial purposes, 72 erven for residential and 6 erven for business
- Acquired 51.3924 0 ha of land in Grassland phase 4 for development
- Acquired Unit 1, 2, 3 and 5 of the Magnolia Flats, a portion of erf 2379, 25056 for the upgrading of Parfitt Avenue
- Registered Heidedal Extensions 13 to 16 and 19 Bloemside in order to develop 3 409 residential erven
- Established and registered 38 environmental clubs in the Municipality's database
- Assed a total of 101 applications for EIAs
- Monitored air quality in Kagisanong, Heidedal and Bayswater
- Processed 152 applications to erect new billboards
- Issued more than 252 compliance notices for illegal advertising
- Removed more than 300 illegal signages in Bloemfontein
- Training the emerging farmers in animal health, branding, dehorning, auctioning, sewing and hydroponics
- 453 emerging farmers were assisted in commonages where they received further training so as to make them commercial
- 36 industrial land parcels and reserved for marketing for foreign direct investment at Hamilton and Bloemindustria
- Facilitated the acquisition of a farm Elite 2630 for residential and mixed use development along the N8 corridor
- Initiated a proposal of an international convention centre along the N8 corridor
- Participated at the Indaba International Tourism Show and World Travel Market, in London, to promote Mangaung
- Arranged and presented a Tourism Month Exhibition and Edu-theatre to raise destination awareness amongst local residents ("Know Your Destination")
- Initiated the Visitor Information Centre to compliment marketing initiatives
- Created 232 jobs through the Self Help Group project while 781 jobs are created through SEDA
- Established 29 new Self Help Groups, 7 in Thaba Nchu and 15 in Botshabelo
- Trained 100 street traders in basic entrepreneurial skills which included bookkeeping, marketing and small business management
- 314 PDI SMMEs were assisted by the local financial institutions and three co-operatives were established Township establishments at Khotso/Caleb Motshabi, Vista Park, Botshabelo West, MK Square, Kgatelopele and various informal areas in Bloemside that will yield in excess of 18 000 housing opportunities to the residents of Mangaung
- A total of 2455 plans were evaluated, representing 417 588 square metres of development with a value of R1, 487 billion. And 2 122 buildings completed representing 391 357 square metres with a value of R0, 93 billion
- Implemented Pedestrianization of Elizabeth Street and other projects as identified in the CBD master plan
- Completed new designs for energy efficient semi-detached housing units were completed for the redevelopment of white city hostel

Infrastructure Services

Introduction

The Infrastructure Services Directorate is responsible for the construction and maintenance of roads and stormwater, provision of sewerage services, bulk purchase and distribution of water and their related services. It also the driver of many of the 2010 Soccer World Cup projects within the Municipality.

- Roads services coverage in the Municipality currently stands at 51.52 and 128 160 households are provided with water whilst sanitation services eas delivered to 141 403 households. Backlogs are estimated at 15 881 households on formal erven without water and 6 010 households are without adequate sanitation
- The electricity coverage in Mangaung Local Municipality is almost at 100% inclusive of Eskom serviced areas of Selosesha and in Thaba Nchu Villages

Overall performance highlights

Performance against service delivery targets

IDP Key Performance Area	Service Delivery Performance	Actual Performance Target Achieved
Infrastructure service excellence	New water connections to stands (Capital Works)	1 000
	Water purified at Maselspoort	21 217
	Water Losses	15.0%
	Water Maintenance	23 400
	<i>Replace bucket toilets with waterborne</i>	<i>10 738</i>
	<i>Waste water treated (Ml/yr)</i>	<i>36 349</i>
	<i>Cleaning of Pits</i>	<i>16 783</i>
	<i>Cleaning of sewer blockages</i>	<i>27 370</i>
	<i>Number of sewer related calls</i>	<i>42 210</i>
Call Centre	Maintenance repairs on water network Calls received	58 500

CHAPTER 5: CONCLUDING REMARKS

The performance highlights presented in this report indicate that the Mangaung Local Municipality has made notable progress across the key performance areas as identified in the integrated development plan. However, considering the extensiveness of the duties and responsibilities of eradicating poverty and creating sustainable human settlements through accelerated economic growth and basic service delivery, greater attention to all these key performance areas is necessary.